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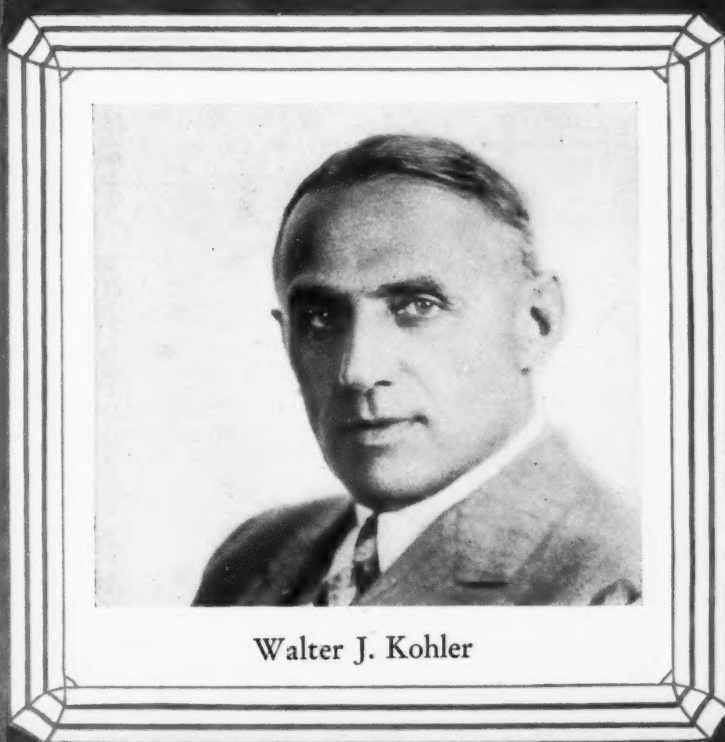
TWENTY CENTS

MARCH 23, 1929

Sales Management

MAR 26 1929

The Weekly Magazine for Marketing Executives



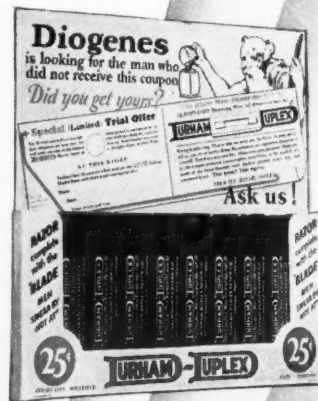
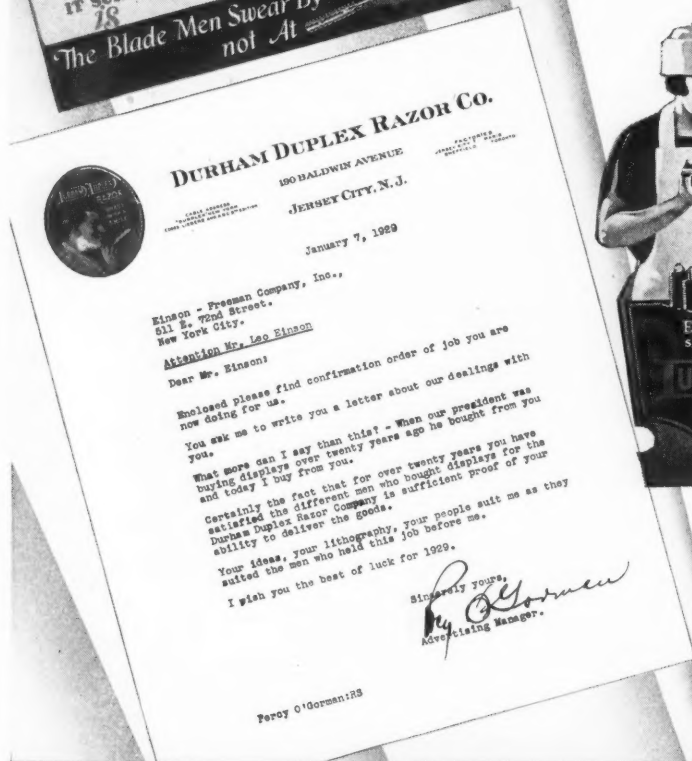
Walter J. Kohler

Sales and Advertising Policies
That Built Kohler of Kohler

\$78,000 in Orders on First Call
Follow Uarco Direct Mail Drive

Twenty Years of Displays —for a Single Concern!

Executives have changed—policies have changed
—but Einson-Freeman are still creating and pro-
ducing the Durham-Duplex dealer displays!
The window and counter displays illustrated
give only a faint idea of the wide variety
of work and resourcefulness required
to keep pace with Durham-Duplex
progress during this period. ▲ ▲ ▲
It has been the privilege of this or-
ganization to serve many leaders of
American industry for
equally long terms with
unbroken satisfaction.



EINSON-FREEMAN CO., INC.

Lithographers

OFFICES AND COMPLETE MANUFACTURING PLANT
511-519 East 72nd Street • New York City



VOL. XVII. No. 12
March 23, 1929
Published Every
Saturday

Sales Management

The Weekly Magazine for Marketing Executives

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CONTENTS

Sales Policy

- Sales Policies that Built the Kohler Company 661
*An interview by Forrest Crissey with Walter J. Kohler,
president, The Kohler Company*

- Wright Establishes Chain of Air "Service Stations" 680
By Charles L. Lawrance, president, Wright Aeronautical Corporation

Advertising

- Maytag Localizes National Radio Advertising 669
*As told to John L. Scott by Roy A. Bradt, vice-president,
The Maytag Company*

- February Newspaper Lineage for Forty-Four Cities 692

Direct Mail

- \$78,000 in Orders on First Call after this Direct Mail Campaign 671
By Herbert Kerk

Distribution

- Why Our New Distribution Plan Begins with the Retailer 663
*As told to James True by C. D. Garretson, president,
Electric Hose & Rubber Company*

Industrial Markets

- The Radio Industry: An Ever-Widening Market 676
By R. Bigelow Lockwood

Salesmen's Compensation

- A Study of the Earnings of Salesmen in Various Lines 664

Summer Sales

- Carloads of Fun—and a New Summer Sales Record 666
By D. G. Baird

Departments and Service

- Tips for the Sales Manager 650
Sales Management Gallery 674-675
Latest News in Sales and Advertising, Beginning on 682
Editorial Comment 688
The Sales Managers' Bookshelf 695

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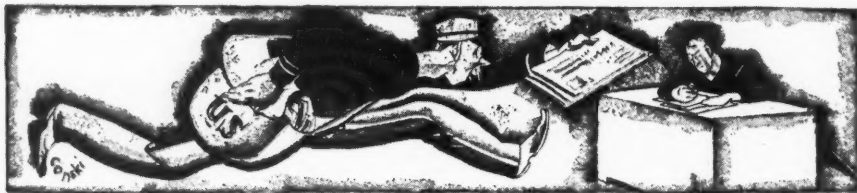
IF
you know
what they read,
you know
who
they are!

Qualitative Analysis of Media



DIVISION OF
Sales Management, Inc.
420 Lexington Avenue
New York, N. Y.

An unbiased Survey of the
text contents of all standard
size daily newspapers pub-
lished in the 100 most im-
portant markets of the United
States.



When the Postman Whistles

one of many similar requests .

Editor, SALES MANAGEMENT: Will you please inform us whether we can secure reprints of the article in the February 23 SALES MANAGEMENT by G. E. Irving on "Why Every National Cash Man Must Learn a Standard Sales Talk"?—*Thomas M. Stokes, educational director, The Connecticut Mutual Life Insurance Company, Hartford, Connecticut.*

sure, you can quote us

Editor, SALES MANAGEMENT: We are contemplating the issuance of a house organ and desire to know if we may have your permission to at times quote from your publication, giving you full and proper credit in the headlines. Any such quotation would not be from a current issue, but from some month previous.—*Mark H. Hubbell, president, Mark Hubbell Printing Co., Inc., Buffalo, New York.*

remembered a year

Editor, SALES MANAGEMENT: The writer has noticed an article in one of your issues regarding demonstrations by the Mule-Hide Shingle Company. Would you kindly mail us a copy of the magazine in which that article appeared and bill same to us?—*L. S. Pierce, assistant to sales manager, Western Paint & Varnish Company, Duluth, Minnesota.*

(This article, "How Mule-Hide Builds Better Dealers," appeared in the April 28, 1928, issue of SALES MANAGEMENT.—The Editors.)

binding merger series

Editor, SALES MANAGEMENT: Please send us a copy of the March 9 issue of SALES MANAGEMENT, containing the ninth article in the series on "An Outline of Mergers," by John Allen Murphy. These articles are being clipped with the idea of binding them when the series is completed. Don't know what happened to either of the two copies we received regularly.—*H. W. B., Chicago, Illinois.*

you have our permission

Editor, SALES MANAGEMENT: May we have permission to republish, with suitable credit, an article by Sydney Anderson, entitled "Milling Industry Finds 'Fair Share' of Business Best Policy," appearing in SALES MANAGEMENT on February 16, 1929?—*Carroll K. Michener, managing editor, The Northwestern Miller and American Baker, Minneapolis, Minnesota.*

salesmen's compensation

Editor, SALES MANAGEMENT: You have printed, within the last six months, several good articles on the subject of salesmen's compensation. I now have need for this information and would appreciate it if you will let me have the references. We are about to change our entire plan of paying salesmen, which has heretofore been one based on commission and drawing account. We want to work out some method for paying our men a bonus, or a higher rate of commission on sales over a certain quota. We would like to refer to the material you have printed in order to check the experiences of other concerns with bonus plans.—*B. A. Company, Cleveland, Ohio.*

* * *

Some of the articles which have appeared during recent months, on various phases of salesmen's compensation, follow:

"Our Salesmen Fix Their Own Salaries," by C. D. Garretson, president, Electric Hose & Rubber Company. October 6, 1928.

"Three Hundred Compensation Plans for Salesmen and How They Work," January 19, 1929.

"Should the Bonus Be Paid More Than Once a Year?" January 26, 1929.

"The Straight Commission—Is it Doomed?" February 2, 1929.

"Van Raalte Eliminates Salary Squabbles With Salesmen," by A. R. Hahn, February 16, 1929.

"The Salesman and His 'Oats,'" by Saunders Norvell, March 2 and March 9, 1929.

Sales Management

The Weekly Magazine for Marketing Executives

VOLUME SEVENTEEN, NUMBER TWELVE

NEW YORK, N. Y., MARCH 23, 1929

Sales Policies that Built the Kohler Company

WALTER J. KOHLER has been engaged in what may seem to him the biggest salesmanship job he has ever undertaken—selling himself to the citizens of Wisconsin by obtaining a majority of their votes for governor. How tough a task this was, only those familiar with the eccentricities of Wisconsin politics can appreciate. He captured the nomination in the Republican primary election by a majority which provoked nation-wide comment and presaged his election. His first venture as a political salesman culminated with his recent inauguration.

But his reputation as a salesman was already secure. To make a modest business in the manufacture of enameled sanitary ware the second largest in America is a higher test of salesmanship than to secure election to the governorship of Wisconsin. In selling himself to the voters of his state the element of luck was a large factor; in lifting his manufacturing business to second place, luck played only a small part.

Mr. Kohler would be the first to disclaim all the credit for his achievement, but he has been the skipper of the Kohler ship for many years; he has been in command during the years in which the business has made its greatest advance. According to Walter J. Kohler, the three big factors in the phenomenal salesmanship success of "Kohler of Kohler" are: 1. putting selling appeal into the products themselves; 2. consistently expanding the campaign of national advertising on the distinctive merits of his products; 3. establishing a system for the display of these products in the principal cities of the country which insures them a

An interview by Forrest Crissey with

WALTER J. KOHLER,

President, The Kohler Company, Kohler, Wisconsin

"I was never permitted to forget that we were making goods to sell — not simply making them," says Walter Kohler, in speaking of his training in the Kohler enterprise. "It is not enough to manufacture products that are practical and correct from an engineering standpoint. They must also appeal to the eye and create the desire to possess them in place of older units having no claim to beauty."

fair chance to sell themselves to the ultimate consumers.

Early in his experience Mr. Kohler realized that, to an unusual extent, the manufacture of kitchen, lavatory and bathroom units is a business having peculiar limitations and inhibitions in the field of salesmanship. The manufacturer must sell to the plumber supplies jobbers and trust them to move his products into the homes of users through the master plumbers.

In many other lines of manufacture the manufacturer has more direct contact with the retailers of his products. The Kohler line, however, is subjected to both the advantages and disadvantages of what may be termed "delegated salesmanship."

"Possibly," said Mr. Kohler, "there are 300 jobbers on our list of customers—but, offhand, I would say that they number about 250. This trade

situation might appeal to the layman as being highly desirable. A manufacturer in another line once remarked to me, 'You have a cinch—less than 300 customers to keep in line! I have to solicit several thousand.' But delegated salesmanship is too often diluted salesmanship. It isn't reasonable to expect any man to have as wholehearted an interest in selling your goods as you have yourself, in spite of the fact that the jobber, along with others, gets his profits from selling your goods. That phrase 'along with others' tells the whole story! The manufacturer's interest in selling his products is 100 per cent, exclusive and undivided interest. The jobbers' interest is fractional and divided, shared with competitive articles from many manufacturers. Most jobbers who handle our products also sell the goods of our competitors. There isn't much

incentive or opportunity for real salesmanship in a situation of this sort where the jobber says to his customer: 'Here are two kitchen sinks made by two leading factories — take your choice, they are equally good.'

"Let me make it clear that I am not complaining that jobbers do not do their part. As a matter of fact, I feel that our jobbing house connections are highly satisfactory. But the fact remains that the task of selling our products through large jobbing houses, relatively few in number, to the master plumbers, who are the retailers, calls for considerable resourcefulness in what may be termed indirect salesmanship. Nominally, at least, when we turn our products over to a jobber we relinquish their selling to him. He holds our salesmanship proxy, so to speak, and we cannot interfere in a function which we have delegated to him.

Must Sell the Consumer

"But any chain of salesmanship that does not reach from the manufacturer to the ultimate consumer is inadequate and ineffectual. The users of a product are the ones who must be sold; they constitute the real selling objective. The manufacturer who does not win the mass of ultimate consumers to his product is doomed to disappointment and failure; he is trying to operate on a short circuit, as the electricians say.

"In our line, as I have indicated, we start out by delegating our salesmanship to about 250 jobbers and they, in turn, delegate to several thousand local plumbers the final job of selling to the consumer. This system of distribution involves a big opportunity for salesmanship dilution or loss of power, so far as the individual interests of any one manufacturer are concerned. The manufacturer of enameled and vitreous china sanitary ware who was determined to expand his business and keep at the forefront of his industry has had to keep on his toes every instant to extend his salesmanship to the ultimate user of his product.

"The basis of this appeal to the user has been a consistent and aggressive improvement in both the utilitarian and the artistic qualities of his product. Think of the advance in the sanitary features of plumbing equipment in the last decade! But the improvement in the artistic quality of these products has been even more revolutionary. Recently I had this brought to my attention in a very forceful way.

"I was about to enter our New York showrooms, on Fifth Avenue near Fifty-fifth Street, when I saw two mid-

dle-aged women stop before the window and look at our green-enameled kitchen sink, with its electrical dishwasher and its chromium plated brass fixtures. They were unmistakably women of refinement. Finally one of them remarked: 'I call that an *exquisite* kitchen sink.' Her companion instantly expressed agreement with this peculiar term of praise. An exquisite sink! A very few years ago such an expression would have been an absurdity.



Under the management of Walter J. Kohler—the new governor of Wisconsin—a modest business in the manufacture of enameled sanitary ware has become the second largest in America.

"In a flash, that remark revealed to me how far we had traveled in very recent years in putting into our wares the appeal of beauty as well as service. Today the kitchen and the bathrooms are often the most attractive rooms in the modern house. Certainly they can be, whenever householders avail themselves of the art which the manufacturer of sinks, bathtubs, lavatories and fixtures offers them. The advance in this feature has been revolutionary in the most literal sense of the term. This is putting salesmanship into the goods themselves. It is the first step in selling the consumer and a highly important one.

"The next step is in bringing these sanitary and artistic improvements to the attention of those who may require them for actual use. The two outstanding agencies for doing this are national advertising and showrooms in which these products are displayed to strategic advantage. These two educational forces do excellent teamwork. They pull together so effectively that it is almost impossible to consider them separately. For example, it is a common experience for a woman to enter one of our large city showrooms and ask: 'Isn't that bathroom in your show window the one illustrated in colors in the latest household magazines?' And, of course, this education reaches the master plumbers, the architects and the building contractors as well as the housewives and their families. It is almost banal to say that this business could not have been expanded to its present proportions without the aid of national advertising. Publications of national circulation going into millions of homes are the salesmen of our products and they tell their story with the same charm of art and color which the products themselves possess."

Showroom Displays

The "follow-up" of these advertisements is showroom displays. It has been the policy of this company to spend money on its showrooms as generously as on its magazine advertising. These are maintained in the principal cities of the country and are located on the best streets in those cities. Also they are ground-floor rooms with the best of show-windows, the contents of which can be seen not only from the sidewalk but also from buses and even private automobiles.

Of course, these choice showrooms are very expensive, but Mr. Kohler considers them decidedly profitable. The windows are changed frequently so that every new feature in his products is given a chance to arrest the public eye and make its impression.

(Continued on page 693)

Why Our New Distribution Plan Begins with the Retailer

As told to James True

BY C. D. GARRETSON

President, Electric Hose and Rubber Company, Wilmington, Delaware.

EVER since I wrote and circulated a booklet, "Thinking Thru," in 1926, on the prevalent and costly blunders in distribution and followed it up with a number of articles on the same subject in several business magazines, including *SALES MANAGEMENT*, I've been receiving a steady flow of inquiries that may be simmered down to the question: "Well, what are you going to do about it?"

The phrase is familiar. It was this question that prompted me to discuss the subject of distribution for publication. It has stuck like a burr in my mind for many years—ever since I began to study the problems of our distributive system. At times it has been irritating and provoking, and its persistence has finally resulted in the formation of a merchandising plan, now well on the way to organization, that I am convinced will solve many of our selling problems.

Reverses Usual Procedure

The most important feature of the plan is that it reverses the usual procedure of merchandising. The common practice, greatly stimulated since most of our factories began overproducing, is to force goods into the channel of distribution. Many manufacturers of all kinds of commodities are striving to sell as large a volume as possible, regardless of what becomes of their goods after they are sold, and as a result our distributive channels have become considerably cluttered up and demoralized.

With practically all commodities, a general reduction in price, due to more economical production or distribution, tends to increase demand. But we find that manufacturers have not made general reductions in price, as a rule, and have merely granted concessions to mass distributors in order to secure large volume orders. The actual economies in production on these orders are negligible, and in most cases they are too small to influence the retail price. As yet, no mass distributor has been able to eliminate any of the func-

tions of distribution nor to disprove the claim that the costs involved are just about the same regardless of who performs the functions. Hence the extent of the public's saving due to mass distribution is very little more, if any, than the amount of the profitless, and in many instances money-losing, concessions granted by the manufac-

In the March 2 issue of *SALES MANAGEMENT*, C. J. Whipple, president, Hibbard, Spencer, Bartlett & Company, one of the biggest hardware jobbing houses in the country, expressed the belief that manufacturers could not continue to sell identical merchandise to the chains, mail order houses and cooperative buying units, and still retain the cooperation of wholesalers. In view of the opinions he set forth in that article, Mr. Garretson's exposition of the new distribution set-up being sponsored by his company is particularly interesting.

turer to force his goods into the distributive channel by securing the large volume business.

The manufacturer's loss of profit, however, is by no means the most serious result of forcing the kind. Almost invariably, the goods sold at special prices to mass distributors enter into competition with the same goods sold at regular prices, and costly slowing down and demoralization of distribution follow inevitably. All of which proves that the permanently profitable business of a manufacturer depends on intelligent merchandising, rather than on large volume orders sold at special concessions. And it further proves that we cannot force goods into one end of the channel of distribution beyond the capacity of the

markets at the other end to absorb them without creating loss and trouble for ourselves.

Intelligent merchandising necessitates the selling of only that volume which can be made to flow uninterruptedly and profitably through the distributive channels and which will not overburden the final markets. This course demands that the manufacturer's production be gauged according to the demand for his products and the capacity of his final markets. Then, if an increase in volume is desired, it will be necessary for the manufacturer to concentrate his merchandising effort at the consumer's end of the distributive channel. According to my studies and experience, there is no other way of economically increasing volume.

Principal Effort for Retailer

Therefore, although our plan calls for close cooperation with the independent wholesaler, its principal effort will be to accomplish sales results for the retailer. It will combine the lines or specialties of non-competing manufacturers whose goods are sold by hardware dealers. We expect to start with about twenty manufacturers and to increase the number from time to time. And for the purpose of merchandising the goods we will have an organization of qualified specialists.

The purpose of the plan is to give the independent hardware dealer every advantage now enjoyed by the chain and mail-order retail stores. Very few hardware stores can afford to employ expert accountants, advertising men, merchandising specialists, educators for their salesmen and all of the others necessary for the promotion of a complete merchandising service of the most effective kind. But a group of non-competing manufacturers can very well afford to employ such an organization and give its service to intelligent retailers who will cooperate in building up their own trade.

While price is only one of a number of advantages now enjoyed by chain and mail-order retail houses, we recognize its primary importance, and our plan guarantees to every wholesaler and retailer who cooperates an equality of price on every product featured by the plan. A manufacturer cannot join

(Continued on page 678)

A Study of the Earnings of

Advertising

<i>Business</i>	<i>* Max.</i>	<i>Min.</i>
Signs	800	200
Direct mail	600	350
Novelties	1,000	...
Street-car space	1,250	250
Agency	250	100
Outdoor	400	200
Film publicity service	1,941	500
Auto sign	300	135

Autos and accessories

Autos

Ford cars and trucks ..	400	175
Buick	650	130
Chevrolet retail	275	100
Dodge Bros. cars and trucks	600	175
Automobiles	150	100
Automobiles	350	100
Automobiles	350	200
Automobiles	400	50
Automobiles	600	100
Automobiles	209	150
Automobiles	350	125
Automobiles	700	100
Automobiles	500	250
Automobiles	360	165
Automobiles	625	200
Automobiles	340	165
Automobiles	600	100
Automobiles	500	150
Automobiles	437	183
Automobiles	350	125
Automobiles	300	150
Truck bodies	300	200
Auto manufacturer	1,500	375
Motor truck mfg.	800	250
Motor trucks	500	150
Trucks	650	150

Accessories

Tires	550	200
Tires	500	250
Tires and tubes	450	150
Wholesale tires and sundries	275	200
Standard equip. parts ..	750	300
Trailer manufacture ..	225	175
Auto supplies	250	140
Accessories	415	200
Gears	700	250
Automotive parts jobber	400	325
Wholesale auto supplies	250	140
Wholesale auto supplies	1,000	300
Auto shop equipment jobber	400	200

* These figures are for monthly earnings.

Building materials

Lumber

<i>Business</i>	<i>Max.</i>	<i>Min.</i>
Manufacturing	500	250
Manufacturing	525	230
Wholesale and retail ..	450	200
Retail	200	125
Retail	225	150
Lumber, carload lots only	1,000	400

Metal

Sectional steel mfg.	765	250
Sheet metal mfg.	400	250
Pipe fabricators	675	250
Elevator mfg.	650	250
Steel bldg. prod.	475	200
Steel bldg. prod.	450	200
Steel structures	750	175
Steel structures	550	200

Paint

Manufacturing	300	150
Manufacturing	600	130
Manufacturing	400	175

Building materials (Cont.)

<i>Business</i>	<i>Max.</i>	<i>Min.</i>
Manufacturing	800	175
Varnish	1,200	150
Paint, glass and wall-paper	250	150
Mfg. white lead	325	175
Paint and varnish	500	250
Air painting and finishing machinery ..	450	150
Paint and varnish specialties	900	200
Inhibitive and waterproofing paints	300	100
Mfg. paint, varnish and lacquer	1,000	150
Glass and paint	275	125

Plumbing and heating

Wholesale plumbing and heating supplies ..	300	185
Wholesale plumbing and heating supplies ..	200	150
Wholesale plumbing and heating supplies ..	no limit	250

Do Your Salesmen Earn More or Less than Salesmen in Similar Lines?

"D O your records show the average earnings of salesmen with concerns in the same class with ourselves? Our salesmen call on dry goods stores, hardware stores, department stores and furniture stores. They would compare possibly with rug salesmen, furniture salesmen or drapery salesmen. In other words, they are above the average of grocery salesmen quite a bit, but not as high in type as the specialty men who sell adding machines, typewriters, etc."—from a letter to SALES MANAGEMENT.

Believing that this inquiry typifies a desire on the part of many other sales executives, to know what representative concerns in other lines are paying their men, SALES MANAGEMENT has gathered reports from several hundred leading concerns in various lines on the maximum and minimum salaries being paid their men.

These figures are being presented here and in next week's issue of SALES MANAGEMENT. No attempt has been made to draw any "averages," for such computations would only be meaningless due to the vast differences in the size of the concerns reporting, in the territory covered by them and other factors. Each item under every tabulation represents the report of one concern in the line specified.

The companies contributing to this survey are, in almost every case, firms doing an inter-national, national or semi-national business. Most of them are national advertisers.

Salesmen in Various Lines

Building materials (Cont.)

Business	Max.	Min.
Wholesale plumbing and heating supplies	300	175
Wholesale plumbing and heating supplies	175	175
Wholesale plumbing supplies	250	120
Wholesale plumbing supplies	250	150
Plumbing and heating	275	150
Plumbing and heating supplies	200	140
Jobbers plumbing and heating supplies	210	115
Jobbers plumbing and heating supplies	350	170
Plumbing supplies	300	150
Plumbing supplies, pipes and valves	250	140

Roofing

Asphalt roofing	850	175
Roofing contractor	314	
Insulation, roofing, etc.	600	200

Building materials (Cont.)

Business	Max.	Min.
Roofing	250	140
Roofing and shingles	575	300
Roofing and building materials	550	155

Sash and doors

Sash, door and millwork	200	
Mfg. woodwork	300	200
Wholesale sash and door	360	240
Frames, sash, doors and trim	500	300
Sash and Door	541	291
Millwork	275	173
Millwork	540	300
Millwork	300	175
Millwork	375	190

Stone products

Kentucky rock asphalt	2,833	416
Burnt clay products	263	242
Cement	275	210

Building materials (Cont.)

Business	Max.	Min.
Portland cement	250	175
Paving brick and face brick	500	209

Miscellaneous

Building materials	500	200
Sanitary pottery mfg.	500	300
Porcelain insulators	650	250
Building specialties	280	168
Bldg. hdwe. mfg.	250	100
Fibre wallboard	300	225
Porcelain enamels	450	280
Glass mfg.	600	200
Bldg. specialties	300	150
Bldg. material, insulation and power plant	600	200
Constructive equipment	500	200
Steel castings	500	300
Conduit fittings	400	275
Valve mfg.	300	200
Steel valves	1,500	400
Pipe joint compounds	300	200

Clothing

Men's furnishings

Men's furnishings	1,280	125
Straw hats and cloth caps	400	150
Men's robes, shirts and pajamas	250	150
Tailoring direct from factory	500	100
Tailoring	500	150
Wholesale tailoring	400	135
Mfg. overall and work garments	350	225
Work clothing	541	150
Work clothing	300	175
Work clothing and dress pants mfg.	600	300
Boys' and men's golf hose	1,000	100
Harvest hats	400	125

Piece goods

Dress silks	3,000	200
Woolen goods	450	200
Cotton piece goods	650	100
Commission yarn dyeing	350	300

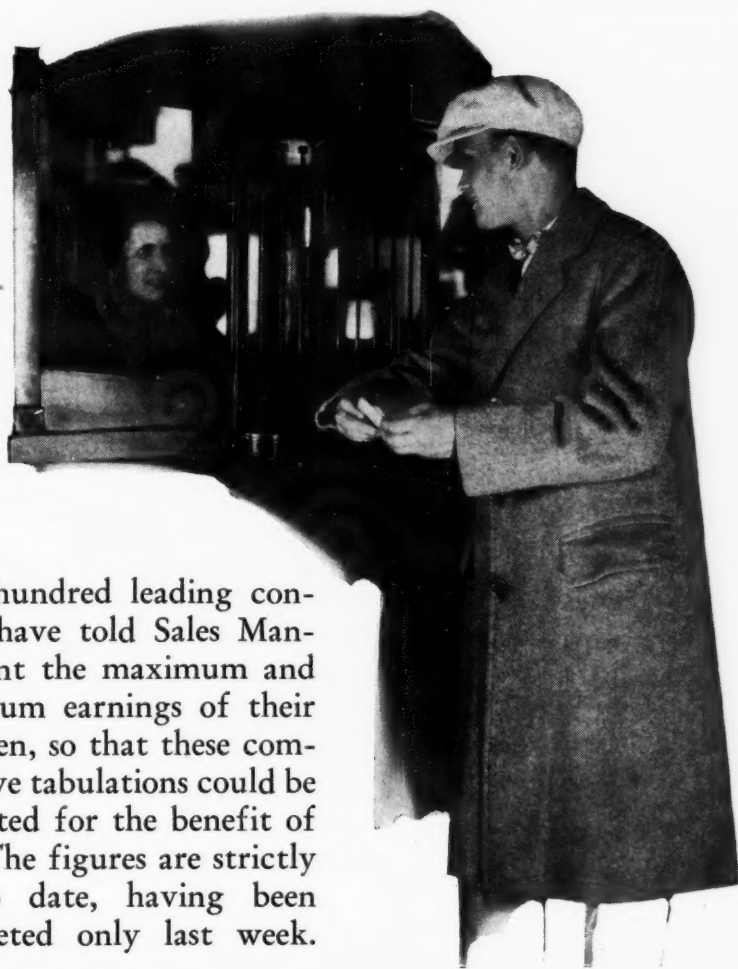
Shoes

Mfg. ladies' shoes	725	165
Men's shoes	500	100

Dry goods

Wholesale	700	100
Wholesale	500	120
Woven turkish towels	300	50
Hair pin business	350	200

(Continued on page 690)

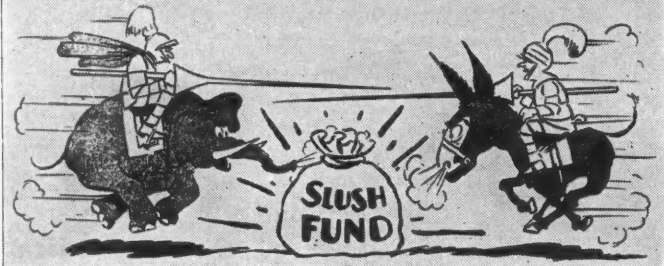


Four hundred leading concerns have told Sales Management the maximum and minimum earnings of their salesmen, so that these comparative tabulations could be presented for the benefit of all. The figures are strictly up to date, having been completed only last week.

LATEST ELECTION BULLETIN

Date:- October 26, 1928.

Ralph Grant well-known boss from Oklahoma City puts over second triumph as Checker of Congressional High Hats. An elegant wrist watch will enable him to keep union hours.



"Political" appointments, bringing with them prizes, were announced in Election Bulletins.

Peanuts!

Elephant food for the babies.
Grow up you Republicans if you
want to win a man's contest.

Yours for a real fight,
The Democrats
of Bridgeport, Conn.

The fight brought challengers from the opposite party and from party groups.

Carloads of New Summer

MINDFUL of the old adage, "All work and no play makes Jack a dull boy," the Federal Motor Truck Company, Detroit, last year promoted a summer sales contest that provided plenty of play as well as work and stimulated even the dullest of the boys to unusual activity, with the result that enthusiasm reached unprecedented heights, everybody won a lap full of prizes, salesmen were convinced that theirs is the liveliest concern in the business, and Federal sales for the year reached a maximum figure.

The usual sales contest is strictly a business proposition. Specific rewards are offered for specific performance. Rule and prizes are announced in advance. The emphasis is all on work. A few star salesmen always win the worth-while prizes. There is little mystery, suspense, surprise or humor.

Federal Motor Truck has promoted contests of many kinds for many years. This one was different from all the others. It combined mystery, suspense, surprise, competition of assorted varieties, contests within contests, humor, elaborate promotional material, and prizes of all kinds for all kinds of salesmen.

Here is proof that the summer sales contest need not take itself too seriously. Federal Truck sugar-coated the real hard work of the competition with mystery, surprise, suspense and plenty of good humor, and the men responded with signed orders.

"While the primary purpose was to stimulate sales during the normally dull summer period, we had other purposes also in view," C. D. McKim, advertising manager, explained. "One of those acknowledged purposes was merely to have some fun. We believe, however, that men work best when they are in good humor, so the funny part of the contest was based on business reasons. We know, too, that salesmen like to be associated with a live organization, and this contest convinced Federal truck salesmen that they are associated with the liveliest concern in the business. Both they and their wives have told us so.

"At the same time, we wanted to overcome the common objection to sales contests. We made this one something more than an intensive drive for sales. We introduced group

competition as well as individual competition, and we so maneuvered the rules and conditions that no star salesman or few star salesmen could hog all the valuable rewards. Every salesman who made any effort at all was liberally rewarded in proportion to the results accomplished."

The first warning of the approaching contest came in the form of a large red card, mailed to all Federal salesmen about the first of July announcing: "Big Fight Coming... Red Fire... Tainted Money... Dirty Politics... Something B-I-G. Count Your Federal Sales Beginning July 16."

That was all, but as Federal Motor Truck regularly promotes an interesting sales contest every summer, Federal salesmen knew more was coming.

A yellow card, printed in red ink, followed a few days later. This was

BIG FIGHT COMING ...

Red Fire . .
Tainted Money . .
Dirty Politics

Something B-I-G
Count Your Federal Sales
Beginning July 16th.

Fun—and a Sales Record

BY D. G. BAIRD

an "Official Warn-O-Gram" addressed to "All Federal Scrappers Everywhere—And Then Some." The message read:

DIRECTORS OF BIG FIGHT DEADLOCKED AT FACTORY STOP ONE FACTION WANTS TO GIVE EARTH WITH A FENCE AROUND IT FOR PRIZE STOP OTHER FACTION WANTS VELVET CARPET IN ADDITION TO FENCE STOP DECISION DUE WEDNESDAY STOP WHICHEVER WINS THE PRIZE LIST FOR SALES CONTEST THAT STARTED JULY SIXTEENTH WILL BE AT LEAST TWO TIMES AND PROBABLY THREE TIMES AS LIBERAL AS IN ANY PREVIOUS CONTEST STOP TAG YOUR SALES AND WORK FAST DON'T STOP EXPECT AMAZING DEVELOPMENTS THIS WEEK.

FEDERAL MOTOR
TRUCK COMPANY.

The third mailing was of a "Party Roster and Registration Blank" for "Federal's Private Political Brawl." This was decorated with the heads of

an elephant and a donkey and provided spaces for registering the "Republicans" and the "Democrats."

This indicated that the contest was to be tied up with the president election, and it was.

Sales executives were instructed to register every member of their selling force and to divide the salesmen into two groups, to be known as "Republicans" and "Democrats," but instead of merely dividing them numerically, to group them in such a way that there would be an even balance of sales ability. Thus, in one branch where six salesmen were employed, one man was pitted against the other five. Incidentally, he beat them.

The party rosters received, a pad of election reports, in the form of sales order blanks, was forwarded to each salesman enrolled, together with a desk ornament in the shape of an elephant or donkey, depending on whether he was enrolled as a Republican or Democrat. Sales executives were also furnished election tally sheets, with little elephants and donkeys to attach to the sheet to indicate

the standings of the respective parties in his organization.

The first announcement of rules, conditions and prizes of the contest was carried in a huge broadside under the heading: "Wanted! Expert Ballot Box Stuffers...Cash Waiting." This announced that there would be: "Cash prizes and political appointments for Federal party leaders, ward heelers, and precinct bosses, with lots of cash for the ward and precinct boys."

The broadside was printed in blue, with red captions, and illustrated by numerous cartoons of elephants, donkeys and ballot boxes. The copy was written in political lingo.

There were several kinds of prizes. First, there was a "Big Slush Fund" to be divided among members of the winning party. This was donated by the company and consisted of an initial contribution of \$500 and \$2 additional for every truck sold during the contest, which lasted thirteen weeks, from July 16 to October 3. If only 1,000 trucks were sold, the "slush fund" would total \$2,500; if

PARTY ROSTER and Registration Blank FEDERAL'S PRIVATE POLITICAL BRAWL



City _____



Republicans

Democrats

Dealer—Distributor—Manager—Register your entire sales force at once and make them eligible for the Sugar Plums. Mail this registration Certificate to the factory today. Don't forget to register yourself. BE SURE to split up the men with regard for sales ability rather than mere numbers.

The contest was announced by a large red card, "Big Fight Coming," followed by a party roster which tied up the contest with the Presidential Election.

5,000 were sold, it would amount to \$10,500.

This was cash and the winning party got all the "boodle." Every sale of \$10 worth of merchandise counted as one vote and ten votes equaled one "B. T. U." (ballot tally unit). As truck sales run into considerable money, credits were stated in "B. T. U's." and prizes were priced in the same way. Members of the winning party got their pro-rata share of this cash fund. Members of the losing party got none of it.

There were merchandise prizes in exceptionally wide variety, about 600 in all, ranging "from canes for the cripples to guns for the go-getters." These were for everybody. They were priced in "B. T. U's." and were pictured and described in a big 48-page catalog. The salesman who sold only a single truck and thereby was entitled to as few as a dozen "B. T. U's." could select a nice prize; those who sold more could select a finer prize or a whole stock of less expensive ones.

Where the Mystery Came in

Numerous supplementary contests, announced from week to week, carried humorous "political appointments" and valuable merchandise prizes as rewards. This was one of the mystery features of the contest. No one knew on what basis these awards would be made or what the awards themselves would be.

The contest was already well under way, for example, when the announcement was made that the "Political Plugger who has rounded up the largest number of votes" had been officially appointed "Assistant Ambassador to Siam" and that he would be given a handsome Gladstone seal bag to take along with him, with the assurance that "the Chief Ambassador himself won't have a finer one." "Let's see, what you did during the first two weeks of the election," the announcement concluded. "We promised excitement—and here somebody has won a prize without knowing it."

To the one who turned in the most "B. T. U's." between July 30 and August 11 went the important post of "Liquor Smeller for the Revenue Department," together with a silver coffee service.

Two other "Juicy Appointments" were for the "Republican" and the "Democrat" who won the most votes during a succeeding two weeks' period. One was appointed "Checker of Congressional High Hats," the other won the exalted position of "High Peace Commissioner for Herring, Illinois." Each got a fine strap watch.

"A job with possibilities! A job with opportunity!" was offered for the Federal Ward Heeler who makes the biggest percentage increase in his B. T. U's. between August 13 and September 8 over the preceding four weeks." This fortunate gainer was given the post of "Night Watchman at the Federal Mint." He was also awarded a mantel clock which he wouldn't be required to punch on his new job.

"Other political appointments" included such positions as "Harbor Superintendent for the Mojave Desert," "Zoo Keeper at Dayton, Tennessee," and "Lighthouse Inspector for Arizona." With each appointment went a valuable merchandise prize.

To make these "appointments" official in every way a handsome "Certificate of Appointment," suitable for framing, was issued in each case. This certificate, on imitation parchment paper, filled in by an expert penman and signed by the "Big Moses" and the "High Casino," bore the official Federal (Motor Truck) seal, and was adorned by a knot of ribbon. The official text was written in "pig Latin" and high-sounding phraseology.

Wherever possible, copies of the local newspaper in the city where the "appointee" was located were obtained and a news story concerning the "appointment" was faked and pasted on the local sheet, leaving its name visible, giving the impression that the story had actually been published in the local newspaper. Where copies of the local paper could not be obtained, reprints were published and sent out instead.

Develop Freezing Method to Solve Grape Over-Production Problems

Freezing the grape crop may solve the over-production problem of the industry, according to Harry A. Caddow of the California Vinyardists' Association. Grapes thus packed, by a method evolved by Dr. M. Rezos, of San Francisco, will keep fresh and unspoiled for a period of two years, and may be sent to foreign markets as yet untouched by the grape industry.

The grapes are packed in thirty-two and fifty-gallon barrels and frozen. The sealed containers, by a special process, are kept at freezing temperature, until consumption.

The new method will permit the storage of the crop of juice grapes for many months. The grapes thus packed make better grape juice than fresh grapes, Mr. Caddow declared.

Appointments were also announced to all Federal salesmen by special "Election Bulletins."

Everything pertaining to these "political appointments" was in the nature of a surprise and was, therefore, all the more humorous and impressive, while the rapid fire of such surprises kept everyone in suspense, wondering what would be next and who would be affected.

In the meantime, considerable rivalry was being stimulated by "challenge tags," purporting to be from one group of "Republicans" to another of "Democrats," or vice versa. These were in the form of shipping tags on which some challenging message was printed and to which some appropriate booby prize was attached. Thus, the challenge on one such tag read: "Just a pacifier! We feel sorry for you Democrats. Like taking candy from a baby, winning this political contest. Why don't you give us a fight?" The tag was attached to a little basket in which was a tiny doll baby, a pacifier and other accessories.

Enthusiasm was further stimulated and maintained by the publication of a weekly "Election Bulletin," showing the date, number of weeks to go, amount of the "Slush Fund" at the time, party standing by total votes won by each, and standings of "Individual Ward Healers" in "B. T. U's."

"The contest was one of the most successful and certainly it was the most enjoyable that Federal has ever promoted," Mr. McKim said. "We sold a lot of trucks, everybody had a lot of fun, and everybody won a substantial reward."

The process is at least 25 per cent cheaper than any other yet used for packing grapes, he said, and also is more efficient than the present methods.

Prevention of last year's misfortune to grape-growers will be brought about by the new packing process, Mr. Caddow believes. Eastern markets will not be glutted during the season with the resultant tobogganing of prices. Grapes thus packed could be delivered to the Far East as fresh as the day they were picked.

"California's grape crop was dumped last year on an already glutted market between August 1 and November 1. As a result, vinyardists received scarcely enough to pay expenses and the industry suffered," he said.

How Maytag Localizes National Radio Advertising

As told to John L. Scott

BY ROY A. BRADT

Vice-President, The Maytag Company, Newton, Iowa.

RADIO listeners have been considerably puzzled recently by the Maytag Company's peculiar system of broadcasting its advertising programs. Early in the evening you may tune in on an Eastern station, such as KDKA, in Pittsburgh, and listen to a well-executed program of good music and talking. Later in the same evening you may pick up a Cleveland or an Indianapolis station and hear exactly that same program, in minute detail. Perhaps the next night you will turn your dial to WCCO, in Minneapolis, and hear the identical program you received the night before from two different stations at different times.

Various Explanations

In attempting to figure out this apparent phenomenon of the air, people have advanced some rather curious explanations. The most prevalent opinion is that we transport our cast of entertainers about the country and have them put on the same program at each different station. Another common explanation is that we recruit a different cast in each city and rehearse them all from the same scenario. Then, some people think we put on the program each time from some central studio and send it by wire to the station which is to broadcast it. As a matter of fact, however, the process we use is really much simpler than any of these suggestions.

We became absolutely sold on radio broadcasting a long time before our first program went on the air. But one of the things bothering us was the necessity and advisability of choosing our stations according to our dealer set-up and our distribution. No doubt others, like ourselves, found themselves confronted with the choice of using the big chain hook-ups, which didn't exactly fit their markets, or of using a list of independent stations for which the problem of securing talent was paramount, and the cost out of proportion to the results.

We worked up to a point where we were using about ten independent stations and we clearly saw that the difficulty of obtaining adequate talent in these stations was only the forerunner to the trouble and expense we would encounter if we enlarged our list of independent stations to include all our most active territories. The independent station plan worked out fine, but the talent was a stumbling block.

Our solution of this vexing problem has proved eminently satisfactory. The total accumulation of money which we had previously spent for talent at all these ten stations was collected together for the purpose of putting on a single, high-quality entertainment in Chicago, employing the best musicians and other broadcasting talent available. Now each program presented, after exceedingly careful rehearsals and then only under the most favorable conditions, is recorded by a special electrical process in the Brunswick phonograph laboratories. These permanent records are called transcription plaques, and they are made by a similar process as phonograph records. They are heavier than the average record, however, and the tone grooves are apparently farther apart.

Program on Six Plaques

The entire program is put on six transcription plaques to make a half-hour program. Thus, any imperfections in a program may be corrected immediately simply by making another recording. When the entire thirty-minute sequence is perfect, the set of transcription plaques is ready to be released to the different broadcasting stations. This process is known as a So-A-Tone broadcast.

This revolutionary new plan was worked out in cooperation with National Radio Advertising, Inc., of Chicago, whose president, Raymond Soat, is responsible for the original idea and for many mechanical details and improvements, and with the



Roy A. Bradt

Brunswick people, who very generously placed their laboratories at our disposal for a period of three months.

The rest of the plan is easily understood. We pick our independent stations in accordance with our distribution, supply them with the special machine for reproducing these "So-A-Tone" broadcasts, and then furnish them with new productions each week, as they are released with whatever advertising announcements are necessary. Any kind of program that can be broadcast through an ordinary microphone can be reproduced by this process. In fact, many conveniences and much modern equipment are available for recording which are not available for the usual form of broadcasting.

Each station uses the same order of programs as every other station, just as each newspaper runs a series of advertisements in sequence. With a few stations being put on the air every week, it is plain that the plan provides a wide variety of programs.

So far, all the Maytag programs

have been more than merely musical entertainments. In addition to music, we have a dramatized story running in the foreground which combines to make an even more interesting program. Our first broadcast, for example, was a dramatization of "The Yellow Streak," a thrilling story written exclusively for the Maytag programs by Courtney Ryley Cooper, a nationally known writer of circus stories. A circus band furnished the music for the background, and the audience got all the thrill of actually seeing the menagerie man in a cage fighting a ferocious leopard.

Our present radio schedule has been a natural development. Last year we had nine stations, from which a total of seventeen programs per week were broadcast. We had an opportunity to try out exactly what the independent station would accomplish and to check the results produced. Now we propose to put approximately fifty stations on our list to broadcast Maytag programs each week by this So-A-Tone process.

Thousands of Fan Letters

When the plan was announced, the interest in radio circles reached a high point. Newspaper and radio editors commented on the plan and sounded a note of prophecy as to the effect it would ultimately have on chain programs. Thousands of voluntary fan letters attest the unquestioned reception it has received at the hands of the general public.

Owing to the fact that there were Federal rulings bearing upon the broadcasting of recorded programs, it was necessary for us to lay our plan before the Federal Radio Commission for its sanction and approval. The commissioners saw in the plan a new phase of broadcasting, one which would enlarge the scope of the service offered to the public by broadcasting stations and national advertisers. The result was that they welcomed it heartily and immediately passed a special law to permit stations to broadcast programs by the So-A-Tone process of electrical transcription.

Independent stations naturally are anxious to get So-a-Tone broadcasting because it gives them the opportunity of competing with the bigger stations on a more equal basis. By making available to them programs of a higher quality than local talent could supply, we assist them in raising the standard of their station programs.

The fundamental reasons behind our experiments in this new form of broadcasting, however, go much farther back than the beginning of our radio advertising. It really begins with the foundation of all Maytag

advertising. We have advertised in newspapers since 1919, but it was not until the last few years that we considered ourselves *bona fide* "national advertisers." And we felt that we were not yet national advertisers because we were not yet national distributors. We have always been greatly impressed with the relationship between the two terms. We do not believe that a manufacturer is justified in advertising nationally until his product is distributed nationally.

At that time our advertising extended to a certain few districts in

Will Advertising Do Its Own Housecleaning?

Next week SALES MANAGEMENT will summarize the opinions of a number of leading sales and advertising authorities on the proposed "Audit Bureau of Advertising." This is the plan SALES MANAGEMENT has presented to the International Advertising Association as a possible means for dealing with the misrepresentation in some advertising which is threatening to undermine the integrity of advertising as a whole.

SALES MANAGEMENT offered to contribute \$1,000 toward this project, or some similar project for dealing with this problem.

The plan was presented originally in April, 1927. Excerpts from the articles which appeared at that time have been reprinted and will be distributed without charge to interested subscribers. Write for your copy.

which we had dominant distribution. Nearly all of it was in local newspapers. We allowed dealers five dollars a machine for advertising; that is, we paid for all the advertising they did so far as their individual appropriations went. But disadvantages to this plan soon cropped up. All the buying of space was in the hands of dealers; we merely paid for it. Sometimes they used good advertising judgment and sometimes they did not.

I remember the case of one dealer who had allowed his advertising surplus to accumulate until he had \$1,500 to spend in his local news-

paper. He was at a loss as to how to go about it, so he merely stepped over to his newspaper office and bought up an entire issue; he purchased every inch of advertising space in that day's paper. There was nothing but Maytag on every page. And we had to pay the \$1,500 it all cost.

Among other shortcomings of the plan we found one big flaw—and that was, we stood obligated to meet these advertising bills whenever they were presented. If too many dealers held over their advertising until one time, it meant a big advertising bill to pay all at once, whether we had the ready cash or not. This led to putting a 90-day limit on the use of the allowance.

For these and other reasons, therefore, we changed our plans in 1924. We continued to allow the \$5-a-machine advertising allowance, but we bought the advertising ourselves, with the assurance to the dealer that all his fund would be concentrated in the newspapers which circulated in his territory. We still continued to place our advertising in newspapers, but instead of using only dealers' local newspapers, we began to reinforce that advertising with some additional space in metropolitan newspapers, in territories where our distribution was concentrated enough to warrant it.

Farm Papers on Schedule

Still we did not regard ourselves strictly as national advertisers, for there were parts of the country we were not yet covering, but by gradually extending our distribution, opening up new territories as we could, we finally reached a point where a small amount of national advertising seemed the logical step. We placed farm papers on our schedule, although we went into the farm paper field as cautiously as we had expanded our lists of newspapers. At first we used only the sectional farm papers, where the dealers could actually see for themselves that all their advertising money was being spent to reach their specific customers. Then we branched out into a few national farm papers.

Plainly, then, radio advertising was a natural development. It followed out the same advertising plans and policies which have always accompanied Maytag advertising. We began on a fairly limited scale, just as we had done with newspapers, farm papers and, to a certain extent, general magazines. We started in our strongest territories, using radio to back up our other forms of advertising. When all fifty-one of the stations which are on our schedule are finally broadcasting our programs, all our various forms of advertising will be strengthening and reinforcing the others.

Copeland

DEPENDABLE ELECTRIC REFRIGERATION



Four years ago, Copeland Products, Inc., was organized to manufacture and nationally distribute Copeland electrical refrigerators. Today this company is enjoying unusual success and is recognized as one of the leading producers of electrical refrigeration. Copeland's volume in 1928 was 42 per cent greater than 1927. Copeland has been a Campbell-Ewald client since 1926.



In addition to Copeland Electric Refrigerators, the Campbell-Ewald Company advertises the following services and products:

American Automobile Association; Ashley-Dustin Steamship Line; Bank of Detroit; Bowes Brothers Bonds; Buick Motor Cars; Burroughs Figuring Machines; Canadian General Electric Co., Limited, (Institutional); Caterpillar Tractors (Canada); Chevrolet Motor Cars; Consolidated Corrugated and Folding Paper Boxes and Binders' Board; Delco-Remy Automotive Products; Delco-Products, Lovejoy Shock Absorbers; Detroit & Cleveland Navigation Company; Detroit & Port Huron Steamship Lines; Dover Mfg. Co., Lady Dover Electric Irons and Percolators; Fireside Industries Home Arts Training; Fokker Airplanes; Fyr-Fyter Extinguishers; General Motors Building; General Motors of Canada (Institutional and Products); Grand Rapids Metalcraft Corp., Kelch Heaters; Har-

rison Radiators; Hercules Truck Bodies; J. L. Hudson Department Store; Hyatt Roller Bearings; Kleiner, Tom Moore Cigars; S. S. Kresge Stores; Liberty Ready-Cut Homes; Link-Belt Industrial Products; C. H. McAleer Automobile Polishing Products; Milson Extracts and Pharmaceutical Products; National University Society Business Coaching; National Bank of Commerce of Detroit; New Departure Ball Bearings; Nicholson-Erie-Dover Ferry Line; Oakland Motor Cars; Olds Motor Cars; Panama Mail Steamship Co.; Pontiac Motor Cars; Postel's Elegant Cake Flour; Premier Cushion Springs; Rambler All-Metal Aeroplanes (Canada); Sawyer-Massey Road Machinery (Canada); Scher-Hirst Clothing; Shotwell Marshmallows; Taylor Caps for Men; Union Title and Guaranty Service; Union Trust Service; United Motors Service; Webster Cigars; Western Air Express, Airplane Transportation; White Star Steamship Lines; Wolsey Woolen Wear (Leicester, England).

Campbell-Ewald Company, H. T. Ewald, President
General Motors Bldg., Detroit; New York; Chicago; Seattle
Los Angeles; Portland; San Francisco; Paris, France
In Canada — Campbell-Ewald, Limited, Toronto; Montreal

Address our Detroit Office for a booklet featuring the personnel and organization of the Campbell-Ewald Company

**"NOW... cigar pleasure
that you can trust"**

says

Alfred W. McCann
D. Litt., A. B., LL. B.
Famous Pure Food Expert

"Science has made milk safe to
drink...meat safe to eat...canned
foods free from danger!"

"And now comes a certified cigar
...Cremo...a cigar fit for your
mouth...a cigar full of pleasure
that you can trust."



"I like men who smoke Cremo, because I know that
if they're particular about smoking cigars that are
canned, they'll be particular about everything else."
Marjorie Bennett
Famous Player in "Red Hots"



Alfred W. McCann, long noted as a crusader for pure foods
and sanitary factories. Cremos are made under his stand-
ards of hygiene and are certified by him as sanitary and pure.

Why I gladly certify... Cremo

"Cremo is made in air-flashed, sun-bathed, scientifi-
cally-clean factories! Not by antiquated methods...
but by amazing inventions that fold, wrap and tip the
cigars with sanitary metal fingers!"

"And Cremo purity is quickly sealed... in separate
sanitary foil wrappers! Thus Cremo reaches your lips
with a clean taste and a clean, fresh aroma!"

In addition to the health protection outlined by Alfred
W. McCann, Cremo gives you the greatest possible cigar
enjoyment, being made of selected tobaccos, all ripe and
mellow. Over \$7,000,000 was spent in perfecting the
method and means of manufacture that in Cremos insure
uniformly fine cigars. Cremo comes to you fresh, germ-
free and crush-proof—being individually foil wrapped.

Cremo
The certified cigar-5¢

(Lord & Thomas and Logan, Inc.)

A food expert breaks into—of all
things!—cigar advertising!

The passing of the old milk bottle
and the coming of a newer, more
modern container for milk, be-
comes the news angle of an ad-
vertisement to impress the public
with the fact that this dairyman
is again two jumps ahead of com-
petition, as, it is intimated, he has
been on other occasions.

Sales Management Gallery

Again Sheffield!

First with every important advance in milk progress. First to introduce Pasteurization
—Graded Milk—Certified Milk—Refrigerator Tank cars direct to plant—

And Now

Sealed Individual Containers
to further safeguard the purity of
Sealact Milk

Sealed

No one can tamper
with the contents of
Sealactones.

Individual

You get a fresh new
bottle every day—
sterilized just before
it's filled—and
thrown away when
empty!

No Bottles to Wash

No Bottles to Return

No Deposits to Make



Strong

Sealactones are practi-
cally unbreakable, being
tough yet flexible.

Light

Sealactones weigh only
about one twentieth
of the milk which they
contain.

Handy to Carry Home

Handy to Use in Kitchen

Handy to Put in Ice-Box

Sheffield's Sealact Milk •• Fine •• Pure •• Safe
is protected in this sterilized
SEALCONE CONTAINER

Almost human machines automatically make, sterilize, fill and hermetically
seal each Sealcone container in about three seconds in the Pasteurizing plant,
eliminating the possibility of contamination from human contact. In addition
to this absolute protection, the convenience of this sterile container appeals
to every modern housewife—yet there is no extra cost to you.

For Sale in Harlem and the Bronx at all Sheffield Stores and Others Where Quality Counts

SHEFFIELD
FARMS COMPANY, INC.

DIVISION OF NATIONAL DAIRY PRODUCTS CORPORATION

1045 Webster Ave., Bronx, N. Y.

Telephone: 3730 Jerome

(Cleveland & Shaw, Inc.)



RALEIGH'S unusual blend is rich enough to "get your teeth into" and light enough to drift faintly over a feminine bridge-table. Like no other cigarette, it is blended *puff-by-puff*.

Raleigh Cigarettes
Uniformly perfect — *blended puff-by-puff* — Twenty Cents in packets of 20.

(Batten, Barton, Durstine & Osborn, Inc.)

Brown & Williamson find a distinctive way to advertise cigarettes without the help of Hollywood, Broadway, or those who disport themselves on Palm Beach.

All twenty-four guesses we have heard as to what this advertiser is driving at with this full page in the New York Times have been different.

ARNOLD BENNETT and HARRODS

"I will not flout public opinion"

Recently HARRODS of LONDON ventured to invite three of our greatest Masters of the Written Word to lend the influence of their pens to the cause of Business. By permission, and without comment, Harrods publish their replies. The first—that of Mr. Arnold Bennett—appears below:

IHAVE now fully considered your proposal that I should write, for the purposes of publicity, a signed article or series of articles dealing with such aspects of your business as might, on examination, especially appeal to me. I note that you would wish to give me a free hand as to both selection and treatment of topics, and that in particular you are quite ready to accept and to print adverse criticism as well as favourable criticism.

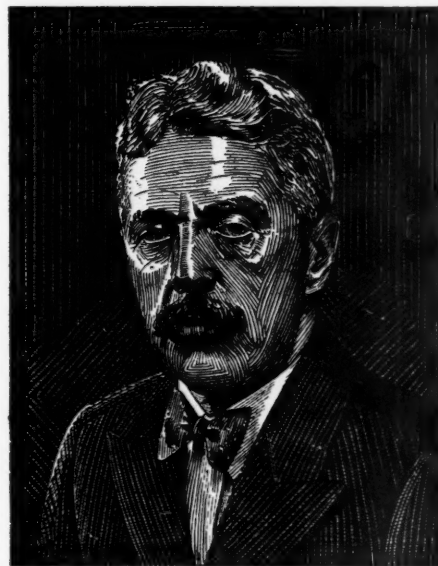
You remind me that, as is well known, your business is among the largest, most comprehensive, and most famous of its kind in the world. You say that it counts notably in the industrial and mercantile life of the community, that your regular staff comprises an immense and constantly increasing number of citizens of both sexes, and that you use every honest endeavour to be of commercial service to the community.

You say further that you buy the best available materials and commodities that research can procure, and that you employ the best organisers, technicians, artists, designers, architects, and craftsmen of every sort that you can discover.

Lastly, you suggest that you ought to be able to enlist the help of descriptive writers in the same category of excellence and prestige as your finest workers in the applied arts.

On my side I will now tell you that as a writer I have always been keenly interested in the very impressive phenomenon of the big departmental store, regarded either as a picturesque spectacle, or as a living organism, or as a sociological portent. I am all in favour of the departmental store. I cannot keep my eyes off its window-displays, its crowds of customers, its army of employees. In Britain, America, France, and Germany I have studied its functioning as far as is possible to an outsider. As a theme for description it strongly appeals to me. I have written articles about it, and I have written a novel entirely about it. That novel, published many years ago, was inspired by the mere sight of your own premises when they were first erected.

I agree with you that you ought to be able to enlist the help of whatever writers seem to you to be adequately equipped for the task you would set. I should like, of course under proper conditions,



to accept your proposal; and I see no possible reason against my acceptance, except one.

The reason is that public opinion in Britain is not yet ripe to approve the employment of responsible imaginative writers to whom it has granted a reputation, in any scheme of publicity for a commercial concern. Personally I differ from public opinion in this matter; but the opinion exists and I will not flout it. In flouting it I should certainly lose caste, and I do not intend to lose caste, by attempting to create a precedent which could result, for me, in nothing save a disadvantageous notoriety. The time must inevitably come, sooner or later, when the precedent will be created, and after it is established people will wonder why it should ever have met with opposition. But the creator of the precedent will not be myself.

I must therefore, with lively regret, decline your proposal.

Arnold Bennett

Harrods Ltd London 374

The Radio Industry: An Ever-Widening Market

BY R.
BIGELOW
LOCKWOOD*

IN the previous two articles in this series we referred to the bus and radio industries as being mighty giants, grown in a surprisingly short time from mere babes left on the industrial doorstep. It seems only fitting at this time to analyze the radio industry, inasmuch as we have just finished discussing its twin, which came into existence as an industrial market at about the same time.

The radio business is an industry having two main angles to face: the purchase of its products by the general consumer and the problem of distribution. To these might be added manufacture, but in this market analysis we are concerned chiefly with the possibilities for growth that lie within the potential user market and with the channels through which sets, parts and accessories reach the ultimate consumer: the casual buyer or the dyed-in-the-wool radio bug. Of the latter we shall have something more to say in the second instalment, so for the present we shall leave him engaged in his favorite pastime of "window-shopping" along Cortlandt Street or any other radio shopping center.

The average listener to a broadcasting program who tunes in to his favorite station little realizes that he is one of approximately 40,000,000 who constitute the present radio audience. In 1922, if he twisted his dials, he would then have been only one of 75,000—so tremendous has been the advancement of radio in the short period of seven years. And in 1922, the fact that he owned a receiving set would have placed him in an exclusive class, for he would then have been one of only 60,000 set owners—if we figure these statistics in terms of homes equipped with radio. Today he shares the enjoyment with 9,000,000 homes, in round figures.

* Author's note: In compiling this analysis of the radio industry the author is indebted to *Radio Retailing* for the statistical chart and data.



Photo by Brown Brothers

Any industry universally adopted by the common people is bound to be successful. A glance at the sky-line of any big city shows the tremendous hold radio has on the great American public.

Roughly speaking, there are 28,000,000 families in the United States. This would appear to leave about 19,000,000 homes unsold on radio. We cannot accept this as a true statement of possible radio expansion, however, because certain factors not always considered change the picture and reflect a much larger market.

Analyze with me, if you please, the following figures:

Homes now using electric light	19,000,000
Proportion that own radio	7,000,000

Wired homes still to be sold	12,000,000
Unwired farm homes....	6,000,000
Unwired homes in towns.	3,000,000

Total unwired homes..	9,000,000
Proportion now using radio	2,000,000

Unwired homes still to be sold	7,000,000
Adding the 12,000,000 wired homes and the 7,000,000 unwired homes to be sold, we get our 19,000,000—but wait!	

Last year an advancement took place in radio design that at one sweep raised this total to 23,300,000. It was a logical engineering achievement bound to happen and finding expression in the alternating current receiving set; the A.C. models so widely advertised.

Remember, now, that there are 7,000,000 wired homes that own radio. When A.C. receiving sets were introduced these wired homes were using *battery-operated sets*. It is figured that approximately 2,700,000 have switched over to modern A.C. models. Now what do we find?

Homes without radio (including wired and unwired)	19,000,000
Wired homes with radio..	7,000,000
A.C. sets in use	2,700,000

Obsolete battery sets in wired homes	4,300,000
4,300,000	

Total homes waiting to be sold or resold modern receivers ...	23,300,000
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Granted, for the moment, that the A.C. receiving set represents the ultimate in an improved product, we find that out of the 28,000,000 homes in the United States only 4,700,000 are using the latest and greatest trend in radio. In other words, the present practical saturation in the radio market is represented by those wired homes that now have A. C. sets—2,700,000—plus the 2,000,000 unwired homes that have battery sets.

So much for an index to the saturation point of the radio business as regards the ultimate user. Now let us turn to a brief analysis of radio sales. The facts are embodied in the table below.

It will be seen from an inspection of this table that the total volume of radio retail sales in 1928 reached the large figure of \$650,550,000—quite a jump from the \$60,000,000 rung up in 1922. And it is interesting to note that the \$12,000,000 figure representing parts does not include sales to manufacturers. The radio industry, like other industries, is dependent on other industrial manufacturers for materials, equipment and supplies used in the process of manufacture.

A breakdown of this sales volume is interesting and shows how this enormous sum was spent as follows: radio sets, \$306,000,000; tubes, \$110,250,000; reproducers, \$66,400,000; A-B-C batteries, \$50,400,00; furniture, \$42,000,00; radio phonograph

combinations, \$38,000,000; A-B power units, \$17,500,000; parts, \$12,000,000; other accessories, \$6,000,000.

Radio exports likewise show a tremendous growth: from \$2,800,000 in 1922 to \$10,907,000 last year.

According to an analysis of world markets for radio equipment, recently issued by the Department of Commerce, there are more than 20,000,000 receiving sets now in use throughout the world. Of these 20,000,000 sets, Great Britain and Germany have approximately, 2,500,000; France, 1,250,000; Japan, 550,000; Argentina, 530,000; Sweden, 371,000; Austria, 325,000, and Czechoslovakia and Italy, 250,000 each.

It is thus apparent that radio has won a definite position, all its own, in the American industrial structure and is an industry itself, controlled in buying by the preferences and shopping habits of the public.

One has only to walk along Cortlandt Street or other radio centers in any noon hour to sense the lure of radio. Rain or snow, heat or cold, the throng moves slowly before the windows packed with radio ware; and before the counters of countless isolated shops and stores stand buyers, purchasing anything from tubes to the latest type.

It is this \$650,550,000 retail market that stands before us; a giant whose clothes must continually be altered to fit. And just across the threshold

lies television.

In the next instalment we shall discuss in detail the buying habits of the radio consuming public, meet the "radio bug" face to face, have something to say about the "radio gyp" and study at close range some typical advertising appeals addressed not only to the ultimate consumer by the manufacturer but to the dealer channels through which he sells.

Caille Raises Sales Quota 100 Per Cent

An increased advertising appropriation of about 60 per cent, to be devoted entirely to magazines, is part of the program of the Caille Motor Company, builders of outboard motors, Detroit, to increase their sales 100 per cent in 1929. H. S. Masoner, sales manager, said this week. Already, Mr. Masoner added, the company has doubled their business over the corresponding period last year.

"Our selling policy this year will be an effort to have our motors sold through large distributors, who in turn will put on the smaller dealers," he explained.

"In the past, we did our business almost entirely direct with the dealers, but we are now trying out a policy of appointing distributors who are given districts. From indications this plan is proving to be successful."

Total Radio Sales (1922-1928)

(At retail, in numbers and dollars, during the year)

	1922	1923	1924	1925	1926	1927	1928
Radio Sets, factory-built No. (including consoles and built-in reproducers)	100,000	250,000	1,500,000	2,000,000	1,750,000	1,350,000	2,550,000
Radio-Phonograph Combinations	\$5,000,000	\$15,000,000	\$100,000,000	\$165,000,000	\$200,000,000	\$168,750,000	\$306,000,000
Reproducers (excluding No. 841,000 in consoles and combinations)	25,000	500,000	1,500,000	2,000,000	2,000,000	1,400,000	2,460,000
Tubes	\$750,000	\$12,000,000	\$30,000,000	\$32,000,000	\$30,000,000	\$28,000,000	\$66,400,000
Furniture (separate)	1,000,000	4,500,000	12,000,000	20,000,000	30,000,000	41,200,000	50,200,000
A-B-C (Dry) Batteries	\$6,000,000	\$17,000,000	\$36,000,000	\$48,000,000	\$58,000,000	\$67,300,000	\$110,250,000
A-B Power Units, Storage Batteries and Chargers							800,000
Other accessories (including headsets, aerial equipment, furniture, meters, pick-ups, etc.). (1928 does not include furniture)							*\$42,000,000
Parts (does not include sales to manufacturers)	\$4,500,000	\$6,000,000	\$55,000,000	\$66,000,000	\$80,000,000	\$68,000,000	\$50,400,000
Totals		\$7,000,000	\$25,400,000	\$30,000,000	\$55,000,000	\$34,000,000	\$17,500,000
Sets							
Parts							
Accessories							
Total Sales for year	\$3,750,000	\$4,000,000	\$11,600,000	\$24,000,000	\$33,000,000	\$38,550,000	\$8,000,000
	\$40,000,000	\$75,000,000	\$100,000,000	\$65,000,000	\$50,000,000	\$21,000,000	*\$12,000,000
Sets	\$5,000,000	\$15,000,000	\$100,000,000	\$165,000,000	\$200,000,000	\$168,750,000	\$306,000,000
Parts	\$40,000,000	\$75,000,000	\$100,000,000	\$65,000,000	\$50,000,000	\$21,000,000	\$12,000,000
Accessories	\$15,000,000	\$46,000,000	\$158,000,000	\$200,000,000	\$256,000,000	\$235,850,000	\$332,550,000
Total Sales for year	\$60,000,000	\$136,000,000	\$358,000,000	\$430,000,000	\$506,000,000	\$425,600,000	\$650,550,000

* Subject to later revision.

Why Our New Distribution Plan Begins with the Retailer

(Continued from page 663)

us who will not agree to sell the wholesaler at the same price he offers to mass distributors. Furthermore, every manufacturer will agree that he will automatically give to every cooperating wholesaler any special discount, concession, bonus or rebate that may be granted to a mass buyer in the future. Hence, every wholesaler and retailer who accepts the plan will be assured of equitable price competition, and I feel that it will be the tendency of our manufacturers to confine their distribution to independent channels.

Comparatively few retail dealers have a means of determining their selling costs and other expenses. Therefore, we shall furnish every retailer who joins us with the services of a staff of accountants who will not only establish a simple system of cost accounting, but will also regularly inspect the dealer's books and see that the system is being carried on. Because of this service, every cooperating retailer will know his costs; he will have an accurate record of his stock, and will not continue to accumulate dead merchandise; he will price his goods intelligently; his buying will be greatly simplified, and he will be able to devote most of his time to selling.

Lowest Possible Prices

The plan will give the retailer the lowest possible prices on a wide range of well-known specialties and lines. It will also give him the means of so reducing his buying and operating costs as to enable him to compete in resale prices with any of the mass distributors.

In the fields of store and stock arrangement, merchandising and advertising, the plan will equip the retailer with similar advantages. We shall send crews to remodel stores and windows and do whatever else is necessary to make the store of every cooperating retailer the most attractive store in his town or shopping center. The stores will be identified with a uniform color scheme and the organization's trade-mark, in order to secure the maximum return from our advertising. And in both direct and newspaper advertising we shall give our retailers the most effective material that it is possible to create.

The plan will call for no attempt to sell retailers in the common meaning of the word. Adequate quantities of all products handled will be scientifically

determined on the basis of the size of the store and the population served, and with consideration for the necessity of rapid turnover. Retailers will order almost automatically from cooperating wholesalers whose stocks will be determined by the same method. We have found that the majority of wholesalers and retailers are losing a great deal of money because of inadequate and slow stocks, and the operation of the plan will prevent this loss.

Both wholesalers and retailers who cooperate with us will be given a franchise to operate according to the plan. They will be granted definite territories, so arranged that their distribution will be non-competitive. Resale prices will be fixed, or rather suggested, and will be based on the economies resulting from the plan, for the service must benefit the public, in price as well as in the conveniences offered, to be successful.

Cost of Operation

In discussing the plan with manufacturers, wholesalers, retailers and others, the question of the cost of operation has been frequently raised, and usually mentioned as a probable handicap. But the most conservative estimate of the increase in business that will follow the operation shows that the maximum cost of the plan will be a very profitable investment. My investigation has proved that the economies realized will quickly compensate the wholesalers and retailers for their share of the initial cost, for we shall require them to assume enough of the expense to prevent the human failing that almost invariably follows the getting of something for nothing.

For a very small investment we can guarantee our members that the plan will increase their business and profits as long as they cooperate with us. If they refuse to cooperate after they join us, then we shall be free to place the franchise with others who will. Since both wholesale and retail territories are limited, there is no doubt that the franchise will be of considerable value in most instances, and all members will be assured of a square deal as long as they give one.

The regular business of the manufacturers who cooperate will be only slightly affected by the operation of the plan, as we shall not be concerned

at first with selling goods from the factories. Our effort will be mainly devoted to aiding retailers to merchandise our commodities intelligently and profitably with every effective service and legitimate device. Our sole purpose is to draw our products through the channels of distribution only in the quantities and at the rate justified by the demand of every territory, and we have already proved that this procedure will be less costly than the usual method of selling factory production at the other end of the channel with no thought whatever as to ultimate distribution.

Manufacturers Receptive

In discussing the plan with a number of manufacturers I have found their reactions both interesting and valuable. In every case they have been receptive and I think that most of them realize that they cannot sell, or continue to sell, through both the independent and the mass-buying channels of distribution. Many signs indicate that in the near future practically all branded goods sold by mass distributors will be excluded from the independent stores, and at the present time there is a strong tendency in this direction. The manufacturers I have talked with are doing some heavy thinking on the subject, and I am convinced that those who are successful in the future will select the channel furnished by independent wholesalers and retail distributors.

Manufacturers can no longer close their minds to the fact that mass distributors, by merely offering to the public very little or no more than the manufacturers' price concessions, have taken a heavy toll of independent distribution. The business of but one mass distributor could not have increased \$54,000,000 last year—more than a million dollars a week—without displacing a like volume in the independent channel, and without demoralizing distribution because of uneconomic competition. And a great many manufacturers of branded commodities have learned through experience that the sale of their goods to mass distributors has not only displaced a like volume of their profitable business, but has also caused an appreciable loss to them by slowing down and demoralizing their regular distribution.

(In the conclusion to this article, which will be printed in next week's issue of SALES MANAGEMENT, Mr. Garretson will describe the reactions to his plan on the part of manufacturers, wholesalers and retailers with whom he has discussed it.—THE EDITORS.)

Business Publications of The Cleveland Press --



C Little Journeys

D Ask the Million

E Ask the Dealer

F Fifty Years

G Grow with Cleveland

H Lineage Information 1928

Available, free, to all Advertisers

DURING the past six months The Cleveland Press has prepared several interesting studies of advertising and merchandising conditions in the TRUE Cleveland Market.

A brief summary of each of these studies is printed below. To obtain copies, simply check those in which you are particularly interested, and mail to the Press' National Advertising Department.

A. STANDARD MARKET SURVEY. Facts about Cleveland's buying characteristics, population, merchandise outlets, geography, industry, and other trade indices, conveniently arranged in an 8-page booklet according to the standard Market Survey Form of the Bureau of Advertising, A. N. P. A.



A Standard Market Survey

B. APPROVED. A comprehensive and detailed study of the size and character of the Cleveland Market area, presenting a quick and complete picture of this market as it pertains to the selling of nationally advertised commodities. 36 pages and cover.

C. LITTLE JOURNEYS. An analysis of the buying character of fourteen wealthy Cleveland families as an indicator of the potentialities

ties of the Cleveland Market for the sale of quality products.

D. ASK THE MILLION. Report of seven surveys, covering more than 14,000 Cleveland consumers in all sections of the city. A breakdown of the city into 24 districts, giving population and detailed characteristics in each district is also included.

E. ASK THE DEALER. Report of a survey of 2,225 dealers handling nationally advertised products, made to determine their reading and advertising preferences.

F. FIFTY YEARS. History of Cleveland and The Press. Short biographical sketch of E. W. Scripps, founder of The Press and the Scripps-Howard Newspapers, summary of editorial achievements, statement of business platform that has made The Press Cleveland's largest daily newspaper.

G. GROW WITH CLEVELAND. Résumé of Cleveland business conditions as of January 2, 1929. Analysis of 1929 potentialities. Summary of plans for city expansion and future building program.

H. LINEAGE INFORMATION—1928. Complete and detailed record of every line of advertising published by every advertiser—local or national—in every Cleveland newspaper in 1928. Invaluable as a gauge of your competition's activities.



B Approved

The Cleveland Press

NATIONAL ADVERTISING

250 Park Avenue, New York City
Atlanta . Detroit . San Francisco

CLEVELAND'S FIRST



TISING DEPARTMENT

400 N. Michigan Blvd., Chicago
Philadelphia . Los Angeles

ADVERTISING BUY!

Wright Establishes Chain of Air "Service Stations"

BY CHARLES L. LAWRENCE

*President, Wright Aeronautical Corporation,
Paterson, New Jersey*

[As president of the Wright Aeronautical Corporation, largest manufacturers of airplane engines, Mr. Lawrence has been for a number of years an outstanding leader in the aviation industry.

In 1928 the sales of his corporation totaled 1,644 engines—766 of which went to the United States Government and 878 to commercial users. Dollar volume was \$8,781,516. Earnings increased during the year from \$933,899 to \$2,433,771.

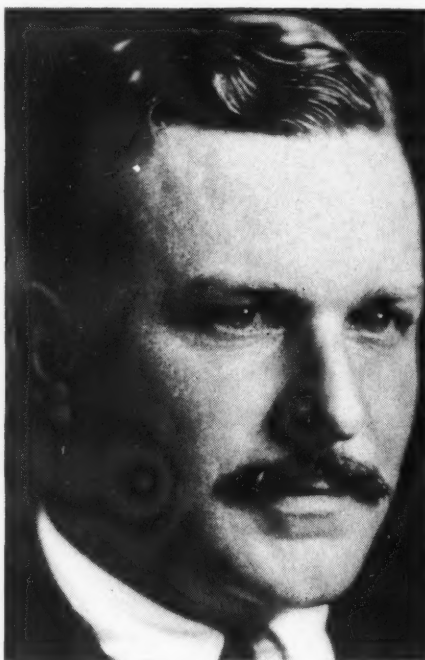
The accompanying outline by Mr. Lawrence of plans of the Wright corporation to establish a chain of air "service stations" we believe to be of interest to sales executives, not only as an illustration of the extent to which the aviation industry is becoming "merchandising minded"—and industry in general "air minded," but as a concrete program for improving service and developing consumer goodwill.—THE EDITORS.]

Until very recent days the energies of the aviation industry have been devoted largely to the development of machines that would fly with the maximum of safety, and to convincing the general public that a wide use of this new vehicle would be profitable. The result of the sustained effort has been a considerable measure of success. Modern airplanes, and the engines that propel them are sturdy and reliable, and the American citizen, for his part, has come to recognize the economic value of flight.

But no sooner had the industry reached a fair achievement of these ends than a fresh problem came before it—that of providing convenient and expert service facilities for the owners and users of airplanes. This problem was not quite so simple for the aviation industry as it was for the automobile industry. The automobile is a contained unit, power plant and vehicle inseparable. The airplane is two distinct units: a ship, which might be fitted with one of several engine types and an engine which is used in many types of ships. Service on airplanes must be divided between the plane, on the one hand, and its motor on the other.

As the use of the Whirlwind and

Cyclone engines manufactured by our company became general over the country, it grew plain that we should establish a chain of service stations. After four hundred hours of flying—or approximately 40,000 miles—an



Charles L. Lawrence

airplane engine should have a general overhaul, with perhaps the replacement of certain worn parts. In early days, when relatively few of our engines were in use, it was the custom to send a service man to the airplane owner for this overhaul, or to have the engine forwarded to the factory. This is manifestly impossible when several thousand engines are in daily use—and even if it were possible, it would be uneconomical and would deprive the owner of the use of his ship for too long a time.

Then, too, despite the long life of these engines, certain minor difficulties are bound to arise from operation: the breaking or excessive wear of a part, the loss of small accessories. Until recently, it was necessary for the engine to be laid up while these difficulties were corrected by the forwarding of new parts from the factory or were specially made in some machine shop. But it was obvious that a general and

widespread use of airplanes could not come about until this situation was remedied.

In addition to these considerations, it became clear to us that local conditions of climate, soil and operation bear an important relation to the performance of an airplane engine and the particular care that may be necessary to keep its performance at the expected maximum. These conditions, it seemed to us, could best be understood and met by permanently established experts in every region, with repair machinery and spare parts conveniently at hand.

As the nucleus for this service program, we have established throughout the country eleven agencies which are equipped with complete plants for the care of our engines and which stock at all times every part used in the engine. Most of them have erected special buildings for the housing of machinery and men.

Subsidiary to these agencies are twenty-five service stations. These are equipped for minor repair work and the distribution of the more common parts. They are dependent upon one of the eleven major agencies or upon the parent company for major repairs. Our plans contemplate an early expansion of this chain.

We believe that the time has passed when the use of the airplane was a novelty or fascinating for the thrills that it might produce. It has already emerged as an instrument for economy, speed and convenience in industry and commerce. Service was the next inevitable step and, at least as far as our organization is concerned, service facilities will be expanded to keep pace with the widening employment of air travel.

6-Per Cent-Sugar Candy

In an attempt to find new uses for California fruit, W. B. Kreuss and George March, of the food products department of the University of California, have perfected a candy that contains only 6 per cent sugar—84 per cent less than the average.

The candy is made by pressing the pulp of apricots, prunes and other fruit.

Economy in Cars for Business Requires these BIG CAR Features



The Coupe, \$745 • Body by Fisher



Executives interested in improved business car performance will find the New Pontiac Big Six unusually well adapted to their requirements. It has the big car dependability and big car sturdiness so essential to steady, uninterrupted service. Its powerful L-head engine—its dynamically-balanced, counter-weighted crankshaft with the Harmonic Balancer—its bigger, sturdier rear axle—its wider springs and many other points of new, big car quality are a splendid guaranty of long life, low depreciation and economical operation.

Still another important factor is the ability of the New Pontiac Big Six to win the respect and approval of the man at

the wheel—to secure and hold that friendly consideration and attention on the part of the driver which does so much to prolong the life of any automobile.

Ask the nearest Oakland-Pontiac dealer for a demonstration, or arrange [one through the Fleet Department at the factory. Let us tell you about our Fleet User's Plan and about the many features of new motor car value offered by the New Pontiac Big Six. No other car in the field of low-priced sixes offers so much to the buyer of automobiles for business use.

Prices \$745 to \$895, f. o. b. factory, plus delivery charges.

OAKLAND MOTOR CAR CO., PONTIAC, MICH.

**THE NEW
PONTIAC
BIG SIX - '745**

PRODUCT OF
GENERAL MOTORS

Alvin Dodd Now Retail Head of Sears-Roebuck

Alvin E. Dodd has resigned as director general of the Wholesale Dry Goods Institute, to become assistant to General R. E. Wood, president of Sears-Roebuck & Company, in charge of retail stores.

For the past year Mr. Dodd has been with the institute, and for the past fourteen months he has been a member of the New York marketing advisory service of Dodd & West. Formerly he was head of the department of domestic distribution of the United States Chamber of Commerce. William Girdner, who has assisted him at the Wholesale Dry Goods Institute, has become secretary and operating head of that organization. Sears-Roebuck & Company now operate 200 department stores throughout the country.



Alvin E. Dodd

John G. Jones Warns of "Overselling"

"Forcing goods on a customer simply to swell an order either loses future business because of the dissatisfaction created, or because the buyer goes into bankruptcy," John G. Jones, sales manager of the Alexander Hamilton Institute, told the New York Sales Managers Club last week.

"When a salesman oversells, he defeats his own ends," Mr. Jones added. "Many a buyer has gone into liquidation because of a top-heavy inventory." With proper budgets, overselling is checked with as rigid a hand as underselling, he pointed out. "The salesman of today must be a business builder, offering his cooperation to the local merchant. No real policy is any other than to give the customer what he wants and deserves. True salesmanship is a keen desire to serve, not a deep anxiety to put something over."

Toddy Names Allen

Charles W. Allen, who has been vice-president and general manager of the Shinola Company for a number of years, has been appointed general manager of Toddy, Inc.

Toddy, Inc., has recently moved its plant from Buffalo to Rochester.

W. L. Velie Dies

Willard L. Velie, acting president of the Velie Motors Corporation and president of the Mono Aircraft Corporation of Moline, Illinois, died there March 21, of heart disease.

Jackson, President of Hudson Motors, Dies of Influenza

Roscoe B. Jackson, president of the Hudson Motor Car Company, died of influenza at Mentone, France, March 19. He was fifty years old.

Mr. Jackson was head of the Hudson Company for the past six years and had been general manager of the company since its establishment twenty years ago. He founded the company with Lloyd D. Chapin, Howard E. Coffin and the late J. L. Hudson.

Shortly after graduation from the University of Michigan in 1902, Mr. Jackson became assistant superintendent of the Olds Motor Works in Lansing. In the next year he became assistant to the general manager, and in 1906-07, his last year with the Olds company, was factory manager.

He left to become general manager of the E. R. Thomas Motor Company at Buffalo, but his association there was brief, for in 1909 he took part in the formation of the Hudson Motor Company of Detroit, of which he was elected president in January, 1923.

N. B. C. Names Six Vice-Presidents

The National Broadcasting Company has appointed six vice-presidents, who will serve in addition to George F. McClelland, executive vice-president and general manager. They are:

John W. Elwood, present manager of the program department, New York; George Engles, present managing director of the national broadcasting and concert bureau, New York; Frank Russell, formerly of the Department of Agriculture, Washington; Niles Trammell, now manager of the Chicago NBC offices and Don E. Gilman, present manager of the San Francisco NBC offices. A. L. Ashby, New York, will be vice-president and general attorney of the company.

The office of treasurer, made vacant by the recent death of Charles B. Popenoe, has been filled through promotion of M. J. Woods, formerly assistant treasurer.

I. G. E. Names Herod

W. R. Herod, formerly of the construction engineering department of the General Electric Company, is now assistant to Clark H. Minor, president of the International General Electric Company, with headquarters in New York City.

\$500,000 Bab-O Program "Glorifies" Housewife

Five hundred thousand dollars will be spent in a twenty-week campaign of B. T. Babbitt, Inc., just launched in 150 newspapers. The campaign will run ten weeks in the spring and ten in the fall. The opening announcement tied in with a "National Bab-O Week."

Women's and grocery trade magazines are also being employed throughout the campaign.

Advertisements in the series will "glorify the American housewife," and prominent artists—among them McClelland Barclay, Hayden Hayden, Haskell Coffin and Bradshaw Crandell—are being employed to present her. The first illustration of the series was by Neysa McMein.

Milwaukee Agency Expands

R. J. Nadherny has been placed in charge of the industrial advertising department of Olsen & Enzinger, Milwaukee agency.

R. H. Shankland, formerly editor of *Radio Advertising*, is now manager of the radio department of Olsen & Enzinger.

Three hundred editors and publishers attending the annual meeting of the Iowa Press Association in Des Moines last week endorsed a proposed \$100,000 state advertising program being launched by the Chamber of Commerce Secretaries.

Brown, Ex-Salesman, Is Elected Head of Johns-Manville

Lewis H. Brown, formerly salesman and sales manager, was elected president of the Johns-Manville Corporation, March 15.

Mr. Brown is thirty-five years old. The Johns-Manville Corporation, asbestos manufacturers, has assets of more than \$150,000,000. Mr. Brown is probably the youngest head of a corporation of this size in the country. He is a former assistant and protege of Theodore F. Merseles, president of the company, who died March 6.

William R. Seigle, formerly vice-president in charge of mines and factories, was elected chairman of the board, to succeed H. E. Manville, who has become chairman of the executive committee.

E. M. Voorhees, treasurer, was also elected secretary, and S. A. Williams, vice-president in charge of factories and mines.

Much of Mr. Brown's business life has been spent in selling. Born in Creston, Iowa, and a graduate of the University of Iowa, he became a salesman and served as assistant to the sales managers of an Indiana manufacturing concern. He served two years as an infantry captain in the Eighty-fourth Division in the World War, then joined Montgomery Ward & Company in Chicago, where he was successively office manager, superintendent of merchandise and assistant general operating manager of all plants, where he came into close association with Mr. Merseles, then president of Montgomery Ward, and with George B. Everitt, the present head of that organization.

These years were devoted to work in planning and carrying into effect the principles of merchandising and distribution instituted by Mr. Merseles. When J. P. Morgan & Company obtained an interest in the company, Mr. Merseles left to become president of Johns-Manville, and Mr. Brown went with him to New York as executive secretary.

Mr. Seigle, the new chairman has been with Johns-Manville since his graduation from college in 1900.

Whittemore Names Block

Earl F. Block, for a number of years assistant sales manager of the Whittemore Brothers Corporation, makers of shoe polishes, at Cambridge, Massachusetts, has become sales manager. He succeeds Louis M. Hannum, who has joined Hewes & Potter, Inc.



Lewis H. Brown

Cadillac Copy Pulls After Fifteen Years

The Cadillac Motor Car Company has just republished their advertisement, "The Penalty of Leadership," which was first used in 1915, and has since been reprinted hundreds of thousands of times. This latest republication, in newspapers last month, has brought requests for reprints varying from one to thirty thousand.

The advertisement contains no mention of any specific commercial product. It is devoted wholly to business ethics and human foibles.

Says the copy:

"In every field of human endeavor, he that is first must perpetually live in the white light of publicity. Whether the leadership be vested in a man or in a manufactured product, emulation and envy are ever at work. In art, in literature, in music, in industry, the reward and the punishment are always the same. The reward is widespread recognition; the punishment, fierce denial and detraction."

Graham-Paige Plans Line of Trucks

Within the next eighteen months, the Graham-Paige Motors Corporation will introduce a full line of trucks, to be handled by the regular Graham-Paige dealer organization, Robert C. Graham, vice-president of the company, told 250 New England dealers at a meeting recently.

Joseph B. Graham, president of the company, said that the dealer organization now numbers 2,500.

Postum Promotes W. I. Goodwin; Other Changes

The Postum Company has just appointed three major sales executives—William I. Goodwin as vice-president of Baker Associated Companies, Inc., in charge of bulk sales; Samuel L. Thompson as sales manager for Maxwell House Coffee; and John K. Evans as sales manager for Franklin Baker coconut, Walter Baker's cocoa and chocolate and Log Cabin syrup.

Mr. Goodwin's selling career began in his father's commissary-type stores in Kentucky. In 1918 he became general sales manager of the Franklin Baker Company, and, in 1927, when that company was consolidated with Postum, he was made sales manager in charge of bulk sales for Baker Associated Companies, Inc., one of the selling organizations of the Postum Company.

Mr. Evans also was with the Franklin Baker Company as assistant sales manager. After the consolidation he became sales-promotion manager and assistant to the president of the Franklin Baker Company.

For the past seven years Mr. Thompson has been in the sales organization of the Postum Company—first on the road, later in various executive positions in the East, and more recently as metropolitan sales manager in New York for Post Products Company.

The Postum Company will soon acquire Certo, Inc.



William I. Goodwin

Sphinx Club Will Mark Passing of Waldorf

The Sphinx Club, an organization of New York advertising men and publishers, which for the past thirty-three years has held its dinner meetings in the Waldorf-Astoria, will symbolize the passing of the hotel at a dinner there, Friday, April 26, at which Oscar Tschirky, "Oscar of the Waldorf," will be the guest of honor.

Four days later the hotel will go into the hands of wreckers, and a year from now a fifty-two-story office building will replace it.

Construction of a new Waldorf-Astoria Hotel is expected to start on a site at Park Avenue and Forty-ninth Street next Fall.

Staunton and Keim Plan for Chicago Meeting

Henry T. Staunton, vice-president of the J. Walter Thompson Company, and R. D. Keim, general sales manager of E. R. Squibb & Sons, have been appointed chairmen of the program and On-to-Chicago committees for the Chicago convention of the International Advertising Association, to be held May 14-16.

Charles C. Younggreen, president of the I. A. A., returned on the *Leviathan* March 15, from a trip to Berlin, where he discussed plans for the association's convention there August 12-15.

The Chicago meeting, national in scope, will be held in the Palmer House; the Berlin meeting is expected to attract delegates from more than fifteen countries.

Hudson-Essex Starts Commercial Car Line

The Hudson Motor Car Company, makers of Hudson and Essex cars, will introduce about July 1 a line of light delivery commercial vehicles. They will be mounted on the Essex chassis. The line will be marketed through the regular Hudson-Essex distributors and dealer organization.

Samuel C. Mitchell, for several years a sales executive of the company, has been appointed commercial vehicle manager.

General offices of the Celotex Company, Chicago, will move next month to the new Palmolive Building, now being completed at North Michigan Avenue and Walton Place, there.

R. C. A. Launches "Communications" Service Here

Officers of R. C. A. Communications, Inc., a new subsidiary to engage entirely in domestic radio communication, were elected this week as follows: General James G. Harbord, who is also president of the Radio Corporation of America, president; W. A. Winterbottom, vice-president in charge of communications; C. H. Taylor, vice-president in charge of engineering; Colonel Samuel Reber, vice-president and general foreign representative; George S. DeSousa, treasurer, and Lewis MacConnach, secretary. Offices are at 66 Broad Street, New York.

Applications are now pending which will enable R. C. A. Communications, Inc., to engage in radio competition with domestic telegraph service, and also to extend to inland centers RCA's system of overseas radio circuits.

Newcomb Carlton, president of the Western Union Telegraph Company, has denied reports of a merger of his company with R. C. A. Communications, Inc. Mr. Carlton has formally "challenged" R. C. A. to competition in the field of domestic telegraphy.

"There is no known method by which a comprehensive system of radio can be made available for the competent handling of a substantial part of a national service," Mr. Carlton said yesterday. By this, Mr. Carlton had direct reference to the vast volume of normal intercity telegraph traffic in the United States, which requires thousands of offices, hundreds of thousands of call-boxes, millions of miles of wire and a large personnel.

Arch Preserver Enters Low-Priced Field

E. T. Wright & Company, Inc., of Rockland, Massachusetts, makers of Arch Preserver and Just Wright shoes for men, which has concentrated for a number of years on the \$12 grade, has decided to broaden its market with the introduction of a new \$10 Red Label line for young men.

"The new line," said J. A. Munroe, vice-president and sales manager, "will allow us to enter a new market of greater volume. The company will continue, however, to concentrate primarily on the higher-priced lines."

Husband & Thomas, New York agency, has moved to the Chanin Building, 122 East Forty-second Street.

Kent Protests "Slight" in Harvard Citation

Rockwell Kent, artist and author, has "protested" the fact that his name was not mentioned in the announcement of a Harvard Advertising Award, won recently by Marcus & Company, jewelers, for an advertisement in which his signature appeared. Mr. Kent has returned to Marcus & Company the \$500 check given him, which represents half of the \$1,000 award.

"It has been customary to name the artist," Mr. Kent said in a letter to the New York *Herald Tribune*.

Chapin Marcus, of the jewelry firm, pointed out, however, that the name of Charles A. Hammarstrom, publicity director of the company, was given instead of Mr. Kent's, because he had been "sent up to Boston to represent the firm."

Three Outboard Motor Firms Consolidate

The Outboard Motors Corporation has been formed by the consolidation of the Lockwood Motor Company of Jackson, Michigan, and the Evinrude Motor Company and Elto Outboard Company, both of Milwaukee, Wisconsin.

The Evinrude Company was organized in 1910 by Ole Evinrude, said to be the builder of the first successful outboard motor. In 1913 Mr. Evinrude sold his interest in The Evinrude Company and in 1921 he re-entered the outboard motor industry when he organized the Elto Outboard Motor Company. The Lockwood Company has been producing outboard motors for over fifteen years.

Kling-Gibson, Quinlan Agencies Consolidate

The Kling-Gibson Company and the Quinlan Company, Chicago advertising agencies, will merge April 15—when they will move to new quarters in the Willoughby Building, recently completed on Madison Street.

The company, to be known as Kling-Gibson-Quinlan Company, will be headed by Claude C. Hopkins, chairman of the executive committee; Leroy A. Kling, chairman of the board; Roy Quinlan, president; vice-presidents, Andrew Coburn and John Hayes Kelly; secretary, Arthur F. Marquette, and treasurer, Carl E. Widney.

General Sales Jump When Men's Wear Makers Catch the Fancy of College Youth

BY JOE GODFREY, JR.

THIS is an age of style, as some manufacturers have found with pleasure, some with dismay. But in men's clothing, where style has always played such a big part, the manufacturer has found a way to reduce his gamble: *He has found that one of his largest primary markets is also the style arbiter and indicator for the rest of the population.* The answer is the collegian.

"It has been repeatedly proved," so *Men's Wear-Chicago Apparel Gazette* says in the special November 21, 1928, number, called the University Style Survey, "that the American college and university students as a class have a greater fashion influence on the young men's styles of this country than any other group." Colored shirts, striped neckwear, narrow-brim hats, rounded-toe shoes, tan camel's hair coats, raglan shoulders, are a few of the styles which the college men set and which the rest of the country has followed.

This pace-setting radiates out in all directions—to the prep schools and high schools as a matter of course, to the college graduates under 40, to the

made of the cost of living at the University of California. It showed that the men students there spent the staggering sum of \$1,094,135.45 annually for suits, topcoats, hats, shoes, tuxedos and haberdashery. They paid an average price of \$52.02 for suits, \$39.15 for topcoats, \$7.12 for hats, \$9.27 for shoes, and \$57.47 for tuxedos—all of which may sound like

that the collegian is the acknowledged pace-setter of the nation.

California is no exception. There are nearly a thousand colleges and universities where similar expenditures for men's wear are being duplicated today, nearly a million students who are spending something like a billion dollars on their own each year, and



The Homburg hat will be very good for the early spring. It will come in dark shades, such as cocoa brown, reddish brown, etc.



The best style of topcoat among college men at the present time. Tan tweed, with fly front and set-in sleeves.



The snap brim hat with pinched crown and dipped brim will be a good style for spring for university students.

families, and to all in the home town. Without setting out as such, the college man of today has become a powerful missionary, and fortunate is the manufacturer whose wares he carries back to his home town several times a year.

California Men Spend Million

In 1927 a very careful study was

Advertisement.

bad news for those of our readers who are sending sons to college. But to the manufacturer who has something that college youth can wear or eat or smoke or read, or which will afford him amusement when he has leisure, the figures mean a vast spending power which is amazingly profitable in itself and which are even more important when matched against the fact

Advertisement.

directly or indirectly influencing the spending of many billions more.

This market can be reached most effectively through a combination of selected college comic magazines and *College Humor*, the nationally popular mouthpiece of college youth. In the men's clothing field the following manufacturers of men's wear select *College Humor* to reach the nation's pace-setters:

Cluett Peabody, Society Brand Clothes, Grayco Shirts, Learbury Clothes, Alligator Raincoats, B. V. D., Goodyear Rubber Heels, Crossett Shoes and Goodrich Zippers.

Executive readers of SALES MANAGEMENT—makers of men's clothing or any article which can be sold to college men and women—are invited to ask for a special survey covering the sales possibilities for their product in the college field.

CollegeHumor

1050 North LaSalle Street
CHICAGO

420 Lexington Avenue
NEW YORK

Advertisement.

Choose Media Soon for Campaign on Law Enforcement

"Advertising media for the \$50,000 'law enforcement' campaign authorized at the last session of Congress have not yet been decided upon," members of the staff of the United States Commissioner of Prohibition in charge of the advertising campaign told SALES MANAGEMENT this week.

"We may not use posters after all," it was explained. "Nothing has been decided, and may not be for several weeks. The poster proposition has been presented to us very forcefully, but we find that to cover the entire country we could readily spend on posters alone all of our \$50,000, and more. There are other types of advertising also to which we desire to give a trial, for our ambition is to make this initial campaign so resultful that the advertising appropriation may be continued and increased."

If posters are made the backbone of the prohibition enforcement campaign, the medium will be hangers rather than 24-sheet stands, it was said. And there will be no outdoor advertising. The scheme will be to circulate the posters under United States postal frank and through the cooperation of organization supporting the Eighteenth Amendment and to display the paper in post offices and similar places. Magazines are one of the mediums that it is desired to use in the first program. The word "prohibition" will be taboo in all copy. The feeling is that prohibition is a term calculated to stir controversy and prejudice and must be avoided in favor of the theme of abiding by the Constitution. There will be no note of "save-the-drunkard" sounded anywhere in the copy.

Cigar Campaign Aims To Sell Young Men

A campaign which will cover forty-one of the principal cities in the United States has been launched for the Robert Burns Panatela, a product of the General Cigar Company—emphasizing the idea that the Panatela shape harmonizes well with young men and men with young ideas.

Only two magazines are being used in the campaign, according to William L. Rubin, advertising manager for the cigar company. The *Saturday Evening Post* will carry Robert Burns advertisements, as will the *American Golfer*. Tobacco trade papers will also be used. Radio will also be an important medium.



D. J. Quinn

Quinn Directs Sonatron Sales in Reorganization

D. J. Quinn, formerly sales manager for the western territory of the Sonatron Tube Company, Chicago, has been appointed vice-president in charge of sales. Mr. Quinn was the first salesman employed by the Sonatron Company on its establishment in 1922. Nathan Chirelstein was recently chosen chairman of the board of the company, and Harry Chirelstein, president. R. L. Marshall, office manager of the Chicago office and supervisor of warehousing, testing and shipping, is now secretary.

Thomas W. Quilter, who has represented the company as a salesman in Illinois, Indiana, Kentucky and the city of St. Louis, has become advertising manager.

Atwater Kent Advocates "Radio in Every Room"

"Sell your prospects more than one radio. Many families want and are willing to buy a second—or even a third," the Atwater Kent Manufacturing Company advises their dealers. A number of families have said to them:

"We need radio upstairs as much as down; we need it in the living-room, in the bedroom, for slumber music at night and setting-up exercises in the morning. We need it in different parts of the house, so that each member of the family can enjoy his own kind of program with his own set without disturbing the other."

A. N. A. Asks Stand of Membership on "Testimonials"

The opinion of the 350 members of the Association of National Advertisers as to whether or not testimonial advertising should be considered on the whole "insincere and exaggerated" and whether or not it is "desirable" is asked by Guy C. Smith, of Libby, McNeil & Libby, president of the association, in a letter this week.

"The association holds no brief for advertising as such," Mr. Smith emphasizes. "It is interested in advertising so long as advertising remains an economical means of selling. . . .

"It is being charged, not only that certain aspects of testimonial advertising are tending to break down the confidence of the public in testimonial advertising itself, but that this decrease in confidence is in danger of being extended to all advertising. We do not know whether this is true or not.

"No one would deny that testimonial copy is a worth-while form of advertising. The present discussion has arisen not because of objections to the use of testimonials, but rather because of the manner in which they have been used and because of the devices by which they have been obtained.

"The purpose of this letter—written at the suggestion of your executive committee—is to bring to the attention of members the importance of giving careful thought to the question of whether or not it is desirable to use this form of advertising copy and to suggest to them before using it that they make certain that the details of carrying it out are above criticism."

Hanlon Takes Charge of Super-Maid Sales

"Tom" Hanlon has been made director of sales, and G. F. Bailey general sales manager of the Super Maid Cook-Ware Corporation, Chicago.

Mr. Hanlon, formerly general sales manager, has been with the company since its start in 1924. The sales force has grown from ten men in 1924 to 1,800 today. The original ten men were all in one district—Chicago. There are now seven districts, each in charge of a regional manager, who supervises 120 sectional sales managers and 120 assistant sales managers. The organization also includes four retail managers and two directors of sales education.

Mr. Bailey was for four years regional manager on the west coast.

Plan Advertising Art Exhibition; to Open May 4

The eighth annual Exhibition of Advertising Art will be held at the Art Center, 65 East Fifty-sixth Street, New York City, from May 4 to May 30, under the direction of the Art Directors' Club.

Peirce Johnson is chairman of the committee in charge and Caroline Fleischer exhibition secretary.

First award in each of the nine groups will be a medal designed by Paulanship. The groups are: paintings and drawings in color (figures); paintings and drawings in color (still life); paintings and drawings in color (miscellaneous); black and white illustrations for halftone reproduction; black and white illustrations for line reproduction; posters and car cards (magazine covers are included in this section); decorative designs; photographs (untouched and retouched); and packages and merchandise.

In addition, the Barron Collier medal, designed by Gaston LaChaise, will be awarded in the posters and car card group.

The closing date for accepted originals is April 13. An entry fee of \$10 will be charged for each original that is hung.

Haynes Appoint Kay

Harold Kay has become sales manager of the Haynes Corporation, industrial engineers of Chicago, in charge of their St. Louis territory. Mr. Kay was previously with the Sherman Corporation, and before that was sales manager of the business management department of the LaSalle Extension University.

Cottingham Joins C. E.

C. Halstead Cottingham has been appointed New York art director of the Campbell-Ewald Company, Detroit. Although located in the New York office, Mr. Cottingham's services will be used by the entire organization. For four years he has been art buyer for N. W. Ayer & Son.

Cassell Leaves Bruning

John R. Cassell, advertising and sales manager for Charles Bruning, Inc., of New York City, makers of blue print papers and large importers of drawing materials, for the past five years, has resigned. He has not announced his plans.

Studebaker, "Bullish," to Spend \$7,000,000

The Studebaker advertising program, to cost \$7,000,000, "proves that I am bullish on this country," A. R. Erskine, president, said this week in announcing the 1929 plan.

"The United States is entering upon the greatest period of business development in its history, both in domestic and foreign trade," Mr. Erskine believes.

About half of the \$7,000,000 appropriation will be devoted to newspapers. Large schedules also are being made for radio, magazines and direct mail.

Baker Leaves Miller; Joins Gardner Agency

H. R. Baker, advertising manager of the Miller Rubber Company for the last seven years, has resigned, effective April 15, to become vice-president of the Gardner Advertising Company of St. Louis and New York. Mr. Baker will establish headquarters of the Gardner Company in Akron and take charge of territory from Chicago to Pittsburgh.

The appointment of his successor at Miller will be deferred until L. C. Rockhill, vice-president in charge of sales, returns from a business trip through the West.

Shredded Wheat Moves

General sales and advertising departments of the Shredded Wheat Company have been moved from Niagara Falls to headquarters of the National Biscuit Company, 85 Ninth Avenue, New York City. The Shredded Wheat Company was recently merged with the National Biscuit Company.

Dwight B. Heard Dies

Dwight B. Heard, publisher of the Arizona Republican, at Phoenix, died at his home there March 14, of heart disease. In 1924 he was Republican candidate for governor.

Dispatch Appoints Schenk

Robert R. Schenk has been appointed national advertising manager of the Columbus, Ohio, Dispatch.

Collins & Inglnis, Inc., photo-engravers of Chicago, will move May 1 to the new Millinery Mart, at 65 East South Water Street.

Account Changes

R. C. WILLIAMS & COMPANY, INC., distributors of Royal Scarlet Brand food products, to Cleveland & Shaw, Inc., New York City.

UNITED TRACTOR & EQUIPMENT CORPORATION, Chicago, tractors and tractor equipment, to the Dearborn Advertising Agency, there. Farm and business publications, newspapers and direct mail.

BELL & HOWELL COMPANY, Chicago, motion picture apparatus, to Charles Daniel Frey Company, there.

BLUE RIBBON GUM COMPANY, New York City, chewing gum and vending machines, to the Marx-Flarsheim Company of Cincinnati, Chicago and New York.

CONTINENTAL RUBBER WORKS, Erie, Pennsylvania, to Edwin A. Machen Company, Cleveland. Magazines, trade papers and direct mail.

FREDERICK B. STEARNS COMPANY, Detroit, drug products, to Reincke-Ellis Company, Chicago. Newspapers, magazines, trade papers, religious press and dealer helps, local and national.

MASON MANUFACTURING COMPANY, South Paris, Maine, children's furniture and obstacle golf game, to William B. Remington, Inc., Springfield, Massachusetts. Magazines and trade papers.

LAMSON COMPANY, Syracuse, pneumatic tubes and conveyors, to Z. L. Potter Company, there.

FULLER-PARKER HAT COMPANY, Chicago, millinery, to Reincke-Ellis Company, there. National magazines and trade papers.

NATIONAL CELLULOSE CORPORATION, Baldwinsville and New York City; ASSOCIATED LAUNDRIES and the NATIONAL LAUNDRY MACHINE COMPANY, INC., new Aero-Dry laundry press, to the Z. L. Potter Company, Syracuse.

LAMSON & GOODNOW MANUFACTURING COMPANY, Shelburne Falls, Massachusetts, cutlery, to William B. Remington, Inc., Springfield, Massachusetts. National trade papers.

CHICAGO STEEL & WIRE COMPANY, Chicago, electric welding machines, welding rods, to the Buchen Company there. Trade papers and direct mail.

“WE—

ALL THE WORLD'S A STAGE FOR AUTO WAR: There is nothing revolutionary in General Motors' plans for selling foreign automobiles to foreigners; only a few days ago British royalty was shopping in Woolworth 3-and-6-pence stores in London after being assured that most of the stock was British. But in putting a lot of money into the German company that supplies most of the cars Germans buy General Motors is giving a rather novel twist to the chain idea, the final results of which no one can now foresee. A few days ago spokesmen for General Motors were telling us of the brilliant outlook for export of American-made cars. Now we are hearing of General Motors' determined effort to build up the supply of good German-designed, German-made cars—as effective a bulwark against invasion of American cars as could well be imagined. It is evident, however, that the motive behind the setting up of something like a German General Motors division is not merely to convert marks into dollars. More plausible is the theory that what we are witnessing is the grappling of General Motors with Henry Ford in the struggle for foreign markets. Ford has been organizing companies in Europe to build Ford cars in European factories. His plan is to sell just less than half the stock of these companies to the people he hopes will buy his cars. The fame of his financial success makes this distribution an easy matter. Whether the harvest of car sales abroad will be commensurately easy to garner remains to be seen. Meanwhile, however, General Motors is evidently unwilling to let its great rival in America make a clean-up unopposed in pounds, marks and francs that may render him more formidable than ever at home. So it is carrying the war over seas under the old slogan, “In Rome do as the Romans do.” For the captains of American industry seeking fresh markets to conquer all the world's now a stage.

HOBNOBBING WITH FAME: Harrods, a London department store, has published in the *New York Times* three page advertisements consisting of letters from three well-known British writers in which they refuse an invitation to put their literary skill and reputation at the service of the emporium. Arnold Bennett thinks the time may come when no impropriety will be seen in such a transaction, but declines to do anything to hasten the day. H. G. Wells is interested in big business but, in the character of writer, is unwilling to take pay from any one but his readers. George Bernard Shaw, making the most of this opportunity to declare his virtue, agrees with Wells that authors must look only to their public for recompense. Judging from the interest aroused by these letters, Harrods has found them valuable for advertising

purposes in spite of their negative character. Better to have tried and lost than never to have tried at all—as long as you can let the world know about your effort. As for the distinguished authors, who presumably knew what was to be done with their somewhat extended communications and accompanying pictures, they were evidently willing to share in the benefits accruing from full disclosure of their unbending attitude. How Harrods will cash in on the attention thus obtained is yet to be revealed. Meantime the unusual incident illustrates the versatile uses of the testimonial even when only applied for, whether paid for directly or only in kind. English tradition has long sanctioned intimate relations between trade and high position for advertising purposes. London is liberally sprinkled with shops which, by permission, announce that they enjoy the patronage of the Prince of Wales, and everyone is familiar with the extent to which British companies engaged in promoting their shares employ as bait the names of great lords in their boards of directors. Hobnobbing with fame, whatever the character of the association, is not a new factor in exploitation, but Harrods adaptation of the idea is original, to say the least.

FRAUD AND NEAR FRAUD: In a New York police court recently a man was held for trial at special sessions on the charge of fraudulent advertising. The complaint was that the company of which he is president had offered as this year's products of the Stromberg-Carlson Radio Company radio sets at \$199 which, according to a representative of that company, were not made by it and bore no resemblance to its 1929 model, the sales value of which is \$400. The committing magistrate remarked that one or two men have been sent to Sing Sing for misleading newspaper readers of advertisements. The air would be cleared if more advertisers who obtain money under false pretenses were dealt with under the provisions of our penal codes. There is obvious need of standards for guidance in doubtful cases, for it is but reasonable to suppose that, in the ardor of sales promotion, deviation from the truth arises from ignorance as often at least as from deliberate purpose to defraud. But where plain swindling is intended the criminal laws afford ample protection. Vigorous prosecution under these laws, whenever the ascertainable facts justify such action, would tend to delimit the zone of doubtful practice, and so facilitate measures designed to put an identifying brand on those who mask dishonorable usage in the cloak of advertising. No good but only confusion can result from attempts to do privately what is clearly the function of public authority. Codes of ethics and business associations aimed at malpractice within the law are always most effective when they start where the deterrent influence of the police power ends. State prisons are the best places for those who literally rob the public by means of advertisements deliberately designed to deceive. The case which is to be tried on its merits in the New York court grew out of an investigation by the Better Business Bureau. In such work the bureau is well employed.

The Globe-Democrat *Alone* Did the St. Louis Job for 723 National Advertisers in 1928

THE Globe-Democrat not only does an advertising job better than any other St. Louis newspaper; but in many cases it does the job all by itself. Advertisers put The Globe-Democrat on the schedule to cover the St. Louis market, and then devote their time to the sales.

Their advertising in The Globe-Democrat covers this market—the entire 49th State—as it could not possibly do in any other medium. In the city proper, it reaches the purchasing power concentrated in the Mass-Class Section and Higher-Ranking Suburbs, where three out of every four families read the daily Globe-Democrat.

Last year The Globe-Democrat was the first and only choice in St. Louis for 723 National Advertisers. (A new high record.) On this page are listed a few of these 723 advertisers.

All those shown used 1,000 lines or more in The Globe-Democrat.

In 1929—follow the example of these successful firms, and build business through the newspaper which has larger daily circulation than any other newspaper published west of Chicago.



Automotive

Chrysler Corporation (Fargo Trucks)
Industrial Alcohol Manufacturers' Association
Reo Motor Car Co. (Wolverine)
F. B. Stearns Company (Stearns-Knight)
Stromberg Motor Devices Co.

Beverages and Food Products

American Barley Corporation
American Bottlers of Carbonated Beverages
American Cranberry Exchange (Eatmor Cranberries)
Anglo-American Mill Co. (Flour and Cereal Mill)
Best-Clymer Company (Temtor Products)
Manewal Bread and Baking Company
Martin Brothers Company (Bluhill Cheese)
Maryland Baking Company
P. J. Ritter Company (Ritter Beans)
Vegetable Products Corporation (Vegetized Wafers)
G. H. Wetterau & Sons
Grocer Company (Freedom Pure Malt)

Business Service

American Appraisal Company
American Credit Indemnity Company of New York
Babson's Statistical Organization, Inc.
Ernst & Ernst (Accountants)
Investors Syndicate
Moody's Investors' Service
Rice Leaders of The World Association
Richard D. Wycoff Analytical Staff

Clothing

Cooper Underwear Company
Goodall Worsted Company (Palm Beach Mills)
Goodyear Tire & Rubber Co. (Galoshes and Rubbers)
Graton & Knight Company (Shoe Soles)
Hamilton-Brown Shoe Co.
Hickok Manufacturing Company, Inc. (Belts)
Interwoven Stocking Company
I. Newman & Sons, Inc. (Corsets)
Phillips-Jones Corporation (Van Heusen Collars)
B. Priestly & Company, Inc. (Mohair)
A. Stein & Company (Paris Garters)

Drug Specialties

Asthma Kapsul Company
Kress & Owen Company (Glyco-Thymoline)
The Nacor Medicine Company
New Science Institute (Anatomical Appliances)
Nuremody Company
Sanitarium Equipment Co.
United Drug Company (Rexall Orderlies)
William R. Warner & Co. (Formamin)

Financial

Ames-Emerich & Company
Associated Gas & Electric Company
A. G. Becker & Company
Blyth, Witter & Company
Bonbright & Company, Inc.
Brown Brothers Company
H. N. Bylesby & Company
Caldwell & Company
Canal Bank and Trust Co.
Chandler & Company
F. W. Chapman & Co., Inc.
E. W. Glucas & Company
Continental National Co.
Paul C. Dodge & Company
Equitable Trust Company of New York
Field, Glor & Company
First National Bank of Boston

First National Company
Folds, Buck & Company
George M. Forman & Co.
General Surety Company
Guaranty Trust Company of New York
Guardian Detroit Company
Hallgarten & Company
Hanchett Bond Company
W. A. Harriman & Company
Harris Trust and Savings Bank
Hayden, Stone & Company
Hemphill, Noyes & Company
Kansas City Joint Stock Land Bank
Kean, Higbie & Company
Keith-Albee-Orpheum Corporation
W. C. Langley & Company
E. E. MacCrone & Company
Mackaben-Goodrich Company
Manufacturers' Trust Co.
Merrill, Lynch & Company
National Bank of Commerce of New York
National City Bank of New York
G. L. Ohlstrom & Co., Inc.
Otis & Company
Peabody, Houghteling & Co.
Prescott-Wright-Snyder & Co.
Public Utility Investing Corp.
Pyncheon & Company
E. H. Rollins & Sons
Schluter & Company
J. & W. Seligman & Co.
Shields & Company
Spencer Trask & Company
Straus Brothers Company
S. W. Straus & Company
Taylor, Ewart & Company
Tucker, Anthony & Company
Wertheim & Company
White, Weld & Company
P. H. Whiting

Hardware and Building Material

Cyclone Fence Company
Louisiana Red Cypress Bureau
National Lead Company ("Dutch Boy" White Lead)
Nicholson File Company
Union Metal Mfg. Co. (Lighting Fixtures)
United Engineers and Constructors, Inc.

Household Supplies

Emerson Electric Manufacturing Company (Fans)
General Electric Company (G. E. Refrigerators)
Griffin Manufacturing Company (Griffin Lotion—Cream Shoe Polish)
Inner Group Coal Miners
Iron Fireman Manufacturing Co. (Furnace Equipment)
Pepperell Mfg. Co. (Pepperell Sheetings)
Royal Easy Chair Corporation
Sunstrand Oil Heater Co.
United States Rubber Company (Jar Rings)
Whittemore Brothers Corp. (Whittemore Shoe Polish)

Office Supplies

The Carter's Ink Company (Carter Pen)
Consolidated Automatic Merchandising Corporation
Thomas A. Edison, Inc. (Ediphone)
H. G. McFaddin & Company (Emeralite Lamps)
Remington Cash Register Company, Inc.
Royal Typewriter Co., Inc.
The Wahl Co. (Wahl Pen)

Publishers

American Weekly
Church Progress
The Crowell Publishing Co. (American Magazine)
Curtis Publishing Co. (Saturday Evening Post)
Goodspeed's Book Shop
Harper & Brothers (Harper's Magazine)
Liberty

Radio

Graybar Electric Company (Radio)
Manufacturers and Distributors' Bureau St. Louis
Radio Trade Association
Sylvania Products Company (Sylvania Radio Tube)

Smokers' Supplies

American Tobacco Co. (Herbert Tareyton)
William F. Brockmeyer Cigar Co. (Don Julian)

Alfred Dunhill of London, Inc. (Benzique)
H. Fendrich, Inc. (Charles Denby Cigar)
Lippott & Myers Tobacco Co. (Fatima)
P. Lorillard Co. (Rocky Ford Cigar)
F. R. Rice Mercantile Cigar Co. (Mercantile Cigar)

Toilet Requisites

Caron Corporation (Parfums Caron)
Daggett & Ramadell (Cold Cream and Vanishing Cream)
Richard Hudnut (Perfumes and Face Powders)

Travel

James Boring's Travel Service, Inc.
Canada Steamship Lines
Canadian Pacific Railway
F. C. Clark Tours
Cunard Steamship Co., Ltd. (Cunard-Anchor Donaldson)
Florida East Coast Hotel
Foster & Reynolds Company ("Ask Mr. Foster")
Frank Tourist Company
Galveston (Texas) Chamber of Commerce
German Health Resorts
The Homestead, Hot Springs, Va.
Italia American Shipping Corporation
Lampert & Holt Steamship Line
London, Midland & Scottish Railway
Portland (Oregon) Chamber of Commerce
Matson Line
Munson Steamship Lines
N Y K Line
South American Steamship Line
Tampa Board of Trade
Union Bus Terminal
U. S. Line

Miscellaneous

Durlacque Manufacturing Co.
Louis L. Emmerson (Political Candidate)
Fifth Avenue Building Co.
Fisher-Wilson Advertising Agency
Interstate Air Lines, Inc.
T. H. Mastin & Company (Attorneys and Consolidated Underwriters)
Neible Manufacturing Co. (Reddy Tee)
Thomas G. Plant (Lucknow Estate)
Swift & Company (Vigore)
United States School of Music
White Castle System, Inc.
Widmer Engineering Co.
The Wilson-Western Sporting Goods Co.

St. Louis Globe-Democrat

Largest Daily West of Chicago

\$78,000 in Orders after this Direct Mail Campaign

(Continued from page 671)

a four-page, three-color letter folder, offers the prospect a business chart as a means of guiding his business. The chart on the left margin lists sixty-one classifications of business, on the top margin fifty-seven business transactions from acceptance receipts, adjustments and receipts, alteration tickets all the way to tool tickets, warehouse orders and receipts and weight tickets. In the cross-hatch interstices made by these classifications with the types of business are indicated the transactions performed by the different lines of business. The copy urges the prospect to consult the chart just as the salesman would if he were selling at the prospect's elbow. After he has consulted the chart the prospect is urged to write for the system plan book that has been prepared by a staff of experts.

If, after this barrage, the prospect hasn't capitulated and sent for the system plan book, the third mailing, standard-size, three-color, four-page illustrated letter is devoted to selling the idea of writing in for the system plan book. As proof of the value of the book testimonials and facsimile examples of business forms resulting from the use of the system plan book are shown to whet the prospect's appetite.

Fourth Mailing

The fourth mailing shows the system plan book and urges the reader to send for it, giving eight reasons. In using the return card to send for the book the reader is urged to classify his business so that the book can be of the utmost service to him and suit his particular case.

When the system plan book reaches the prospect in answer to his inquiry it has his name individually penned on the cover and its first page, where the chart is shown, is marked with and individualized to the prospect's business, by boldface type at the top of the chart which says, for instance, "Items checked in red show Uarco systems used in the Automobile Business." A personally addressed letter introduces the book and its contents to the reader and points out the service offered on the last page: that of sending to the prospect from the system staff a sketch showing how the completed job of business forms will look with the prospect's name, address, phone number and advertising,

etc.; or samples of actual tickets used by competitors or colleagues in the prospect's line of business; or the call of a trained system field service man who will study the prospect's business and advise on the proper record system. Immediately following the last page there are attached to the inside rear cover of the plan book samples of tickets and business forms used by several business houses in the same line as that in which the prospect is engaged.

Aside from this particular appeal to the prospect on the direct problems of his business the system plan book recapitulates all the sales arguments about the product as well as giving full descriptions of the models available much as the salesman would do in the direct solicitation. For instance, after the page showing the

chart, the following pages talk about the elimination of guesswork the Uarco way; list and develop seven advantages—saves time, no recopying, speeds up service, prevents mistakes, avoids disputes, simplifies bookkeeping and saves money—shows how easy the Uarco register is to operate; what users say about the product; and, finally, two pages describing the different models.

While at first consideration it might seem that this elaboration of significant detail would steal the salesman's story and leave him tongue-tied, the results of 14.5 per cent sold on the first call with more than 70 per cent still left as live prospects shows that there is still plenty of clinching left for the salesman with all the preliminary long grind of educational work effectively performed at a ridiculously small cost by direct mail, well planned and integrated.

Letting the direct mail do the telling and the salesman the selling, with the telling particularized and individualized to the prospect's business, is the essence of the success of the campaign.

A Study of the Earnings of Salesmen in Various Lines

(Continued from page 665)

Clothing (Cont.)

Miscellaneous

Business	Max.	Min.
Wholesale furs	400	175
Domestic and imported gift merchandise	500	140
Glove mfg.	307	22
Play suits	640	300
Underwear	750	300
Underwear	1,500	250
Department store	300	125

Coal

Wholesale coal	250	175
Wholesale coal	275	75
Sand, gravel and coal	350	200
Domestic coke	300	140
Coal and coke	350	175

Confectionery

Ice cream

Ice cream mfg.	200	200
Ice cream mfg. (country salesmen)	300	300
Ice cream mfg. (city salesman)	200	200
Ice cream mfg.	195	173
Ice cream	240	180

Candy

Candy mfg.	600	220
--------------------	-----	-----

Confectionery (Cont.)

Business	Max.	Min.
Candy mfg.	708	280
Confectionery mfg. and jobbers	200	125
Confectionery	350	135
Biscuit and candy	250	100
Biscuit and candy	400	125

Beverages

Bottled carbonated beverages	200	112
Bottled carbonated beverages	160	90
Mineral water, carbon- ated beverages	200	130
Soft drinks	500	200

Miscellaneous

Chewing gum distrib- utor	300	140
Flavoring extracts, ice cream and candy mfg.	450	200

Drugs, sundries, medical and chemical supplies

Medicines

Proprietary medicines	300	175
---------------------------------	-----	-----

Drugs, sundries, medical and chemical supplies (Cont.)

Business	Max.	Min.
Medicinal and household prod. (house to house)	250	90
Pharmaceutical	600	100
Mfg. medicines, selling to physicians	500	100

Professional supplies

Surgical supplies	1,040	300
Wholesale hospital supplies	225	150
Scientific instrument ..	500	200
Dental supplies	200	100
Wholesale optical	217	173
Optical	350	250

Chemicals

Organic chemicals ...	675	250
Blackening mfg.	350	180
Lime mfg.	400	200
Insecticide	218	150

Toilet goods

Drugs, toilet specialties and sundries	500	200
Drug sundries	350	200
Toilet goods	300	
Hair tonics	450	202
Hair tonics mfg.	416	250
Soaps	500	125
Soaps	200	120
Soaps, perfumes and toilet goods	1,250	150
Celluloid goods	800	333

Wholesale drugs

Drug	400	275
Drug	490	200
Drug	500	200
Drug	275	175
Drug and chemicals ..	450	275

Electric products and appliances

Specialties and supplies

Electric and gas engine washing machine ..	833	300
Washing machines ..	2,000	150
Washing machines ..	1,000	300
Electric sweepers ..	445	110
Electric refrigeration ..	416	...
Refrigeration	400	275
Electrical mfg.	833	175
Electrical mfg.	725	298
Electrical supplies ..	400	275
Electrical specialties ..	750	240
Electrical appliances ..	400	200
Electrical appliances ..	365	125
Wholesale supplies ..	225	150
Electrical panelboards and switchboards ..	240	...

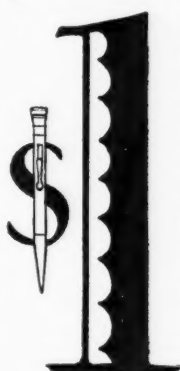
(Tabulations will be continued in next week's SALES MANAGEMENT.)

The "Amber Jack"

You Give



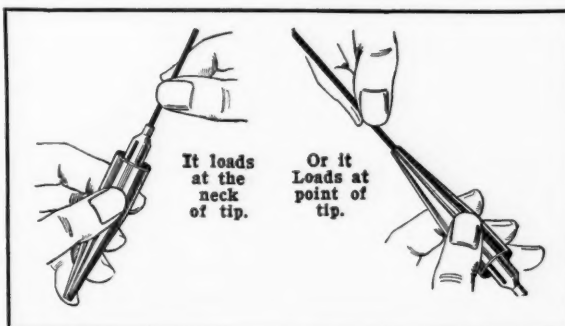
is the
Pencil
he would
BUY



Friendly hands that bridge the gap are the hands that give and the hands that guide the Dur-O-Lite "Amber Jack." FRIENDSHIP and GOOD WILL are important business assets and the Duro-O-Lite "Amber Jack" has proved its worth in every field. You can be sure that every hand in which you place an "Amber Jack" will be a friendly hand for "Amber Jack" is built to make and keep friends. Its flashing

amber barrel and polished white metal trimmings, plus a perfect balance and writing ease which mechanical perfection imparts, make lasting friends for "Amber Jack."

You'll profit by making "Amber Jack" your representative between calls — for "Amber Jacks," in friendly hands, sign orders



Dur-O-Lite Pencil Company

4541 Ravenswood Ave. Chicago, Ill.

Eastern Sales Office:
26 Cortlandt St., New York

Western States Representatives:
A. L. Jones, Inc., San Francisco

This Coupon for Your Convenience

DUR-O-LITE PENCIL CO.,
4541 Ravenswood Ave., Chicago
Please send us complete information concerning Dur-O-Lite Pencils as a help to Sales Organizations.

Name

Address

City..... State.....

Attention of



February Newspaper Lineage for Forty-four Cities

In the forty-four cities listed below, twenty-nine show a gain in total volume of newspaper advertising during February, 1929, while fifteen show a loss. Total lineage for February of this year is 134,719,009 as against 131,338,255 for February, 1928, a gain of 3,380,754 lines, or 2.6 per cent. Of the 164 papers listed, 101 show gains; 62 losses (one, no comparison). Figures are furnished by the Statistical Department of the New York Evening Post, Inc., supplemented by this magazine:

	1929	1928	
New York	13,949,115	13,342,540	+606,575
Chicago	6,791,874	6,541,536	+250,338
Philadelphia	5,954,596	5,883,425	+71,171
Detroit	4,603,326	4,218,662	+384,664
Cleveland	3,287,657	3,190,766	+96,891
St. Louis	3,792,640	3,623,720	+168,920
Boston	4,644,659	4,277,829	+366,830
Baltimore	3,419,773	3,587,551	-167,778
Los Angeles	5,958,904	6,153,504	-194,600
Buffalo	2,966,748	2,758,097	+208,651
San Francisco	4,089,088	3,984,324	+104,764
Milwaukee	2,492,145	2,654,871	-162,726
Washington	3,788,796	3,873,497	-84,701
Cincinnati	3,260,292	3,147,018	+113,274
New Orleans	3,160,215	3,168,988	-8,773
Minneapolis	2,688,104	2,418,637	+269,467
Seattle	2,542,683	2,631,190	-88,507
Indianapolis	2,739,420	2,595,267	+144,153
Denver	1,878,615	1,626,746	+251,869
Providence	2,557,511	2,330,743	+226,768
Columbus	2,803,039	2,986,227	-183,188
Louisville	2,749,200	2,610,047	+139,153
St. Paul	2,450,616	2,329,516	+121,100
Oakland	2,166,906	2,368,758	-201,852
Omaha	1,559,096	1,599,073	-39,977
Birmingham	2,533,286	2,508,366	+24,920
Richmond	1,630,146	1,676,864	-46,718
Dayton	2,318,036	2,551,416	-233,380
Houston	2,587,564	2,597,014	-9,450
Des Moines	1,450,064	1,403,377	+46,687
Akron	2,821,735	2,512,778	+308,957
Atlanta	2,622,438	2,607,262	+15,176
Bridgeport	1,799,815	1,710,330	+89,485
Fort Worth	1,734,548	1,629,362	+105,186
Grand Rapids	1,766,548	1,927,618	-161,070
Memphis	2,409,428	2,317,035	+92,393
Miami	2,018,723	1,748,726	+269,997
Newark	1,578,235	1,480,298	+97,937
Oklahoma City	2,058,238	1,929,018	+129,220
Portland (Ore.)	1,688,309	1,799,816	-111,507
Rochester	2,993,471	3,032,881	-39,410
Toledo	2,685,477	2,588,254	+97,223
Salt Lake City	1,680,700	1,648,080	+32,620
Worcester	1,567,230	1,387,229	+180,001

Note references under individual newspaper lineage.

Totals	134,719,009	131,338,255	+3,380,754
NEW YORK			
Bronx Home News	450,433	410,044	+40,389
Herald Trib.	1,515,206	1,414,508	+100,698
Times	2,354,842	2,228,800	+126,042
World	1,053,492	1,038,878	+14,614
*Mirror (tab.)	206,186	194,898	+11,288
News (tab.)	930,846	749,504	+181,342
American	955,944	943,858	+12,086
*Eve. Graphic	282,138	218,596	+63,542
*Eve. Journal	1,076,628	1,006,404	+70,224
*Eve. Post	471,162	425,374	+45,788
*Eve. World	784,540	763,068	+21,472
*Sun	1,335,850	1,255,100	+80,750
*Telegram	452,524	442,132	+10,392
Bklyn. Eagle	1,226,774	1,378,142	-151,368
Bklyn. Times	425,180	468,434	-43,254
*Standard Union	427,370	404,800	+22,570
Totals	13,949,115	13,342,540	+606,575
CHICAGO			
*Daily News	1,582,164	1,583,610	-1,446
Tribune	2,267,817	2,245,287	+22,530
Herald-Exam.	1,161,357	923,040	+238,317
*Post	377,298	429,342	-52,044
*American	1,088,523	1,037,214	+51,309
*Journal	314,715	323,043	-8,328
Totals	6,791,874	6,541,536	+250,338
DETROIT			
News	2,339,526	2,158,058	+181,468
Times	1,137,276	974,638	+162,638
Free Press	1,126,524	1,085,662	+40,862
Totals	4,603,326	4,218,662	+384,664

*No Sunday edition.

CLEVELAND			
Plain Dealer	1,220,895	1,162,725	+58,170
News-Leader	873,801	942,075	-68,274
*Press	1,192,961	1,085,966	+106,995
Totals	3,287,657	3,190,766	+96,891

PHILADELPHIA			
Inquirer	1,340,605	1,409,510	-68,905
Record	686,569	625,900	+60,669
Ledger	997,670	993,943	+3,727
*Eve. Ledger	934,954	1,034,977	-100,023
*Bulletin	1,513,518	1,378,815	+134,703
*News	481,280	440,280	+41,000
Totals	5,954,596	5,883,425	+71,171

ST. LOUIS			
Post-Dispatch	1,792,840	1,780,520	+12,320
Globe-Democrat	1,077,600	1,018,800	+58,800
*Star	616,500	499,800	+116,700
Times	305,700	324,600	-18,900
Totals	3,792,640	3,623,720	+168,920

BOSTON			
Herald	1,206,930	1,114,942	+91,988
Globe	1,183,280	1,092,779	+90,501
Post	1,030,155	896,917	+133,238
Advertiser	321,400	289,646	+31,754
*American	352,135	367,785	-15,650
Transcript	550,739	515,760	+34,979
Totals	4,644,659	4,277,829	+366,830

BALTIMORE			
Sun	1,138,132	1,150,166	-12,034
*Eve. Sun	1,253,142	1,223,830	+29,312
American	366,474	290,201	+76,273
*News	571,284	619,932	-48,648
*Post	320,741	303,422	+17,319
Totals	3,419,773	3,587,551	-167,778

LOS ANGELES			
Times	1,801,688	1,857,150	-55,462
Examiner	1,571,360	1,613,766	-42,406
*Express	709,800	760,214	-50,414
*Herald	1,246,462	1,315,286	-68,824
*Record	327,992	396,648	-68,656
News (tab.)	301,602	230,440	+71,162
Totals	5,958,904	6,153,504	-194,600

BUFFALO			
Courier-Express	816,372	704,057	+112,315
Times	1,000,566	939,384	+61,182
*News	1,149,810	1,114,656	+35,154
Totals	2,966,748	2,758,097	+208,651

SAN FRANCISCO			
Chronicle	914,606	874,986	+39,620
Examiner	1,362,658	1,327,782	+34,876
Bulletin	566,902	487,690	+79,212
*Call	713,048	720,048	-7,000
*News	531,874	573,818	-41,944
Totals	4,089,088	3,984,324	+104,764

MILWAUKEE			
Journal	1,330,552	1,285,712	+44,840
Sentinel	432,367	515,067	-82,700
*Leader	171,609	196,231	-24,622
*Wis. News	557,617	657,861	-100,244
Totals	2,492,145	2,654,871	-162,726

WASHINGTON			
Star	1,971,017	1,998,797	-27,780
Post	707,391	710,471	-3,080
*Eve. Times	516,555	542,155	-25,600
Herald	399,972	425,020	-25,048
*Eve. News	193,861	197,054	-3,193
Totals	3,788,796	3,873,497	-84,701

CINCINNATI			
*Post	779,380	711,900	+67,480
*Times-Star	1,173,522	1,115,688	+57,834
Enquirer	1,042,524	1,009,218	+33,306
Tribune	264,866	310,212	-45,346
Totals	3,260,292	3,147,018	+113,274

NEW ORLEANS			
Times-Picayune	1,390,440	1,305,067	+85,373
Item	723,724	754,813	-31,089
States	618,224	656,544	-38,320
*Tribune	427,827	452,564	-24,737
Totals	3,160,215	3,168,988	-8,773

MINNEAPOLIS			
Tribune	1,059,701	989,165	+70,536
Journal	1,070,188	963,070	+107,118
*Star	558,215	466,402	+91,813
Totals	2,688,104	2,418,637	+269,467

SEATTLE			
Times	1,193,560	1,268,274	-74,714
Post-Intelligencer	840,568	875,282	-34,714
*Star	508,555	487,634	+20,921
Totals	2,542,683	2,631,190	-88,507

INDIANAPOLIS			
*News	1,326,246	1,268,880	+57,366
Star	926,181	927,381	-1,200
*Times	486,993	399,006	+87,987
Totals	2,739,420	2,595,267	+144,153

DENVER			
News	678,812	620,957	+57,855
Post	1,199,803	1,005,789	+194,014
Totals	1,878,615	1,626,746	+251,869

PROVIDENCE			
Journal	767,391	736,980	+30,411
*Bulletin	1,114,902	959,525	+155,377
Tribune	298,998	299,535	-537
*News	376,220	334,703	+41,517
Totals	2,557,511	2,330,743	+226,768

COLUMBUS			
Dispatch	1,535,361	1,549,867	-14,506
Journal	434,284	531,360	-97,076
*Citizen	833,394	904,800	-71,406
Totals	2,803,039	2,986,227	-183,188

LOUISVILLE			
Courier-Journal	1,088,420	1,028,908	+59,512
Herald-Post	659,635	669,386	-9,751
*Times	1,001,145	910,753	+90,392
Totals	2,749,200	2,609,047	+140,153

ST. PAUL			
*Dispatch	866,894	737,660	+129,234
Pioneer	881,720	796,894	+84,826
News	702,002	794,962	-92,960
Totals	2,450,616	2,329,516	+121,100

OAKLAND			
Tribune	1,441,132	1,466,178	-25,046
*Post-Inquirer	725,774	727,832	-2,058
Times	174,748	174,748	0
Totals	2,166,906	2,368,758	-201,852

OMAHA			
World-Herald	984,214	913,409	+70,805
Bee-News	574,882	685,664	-110,782
Totals	1,559,096	1,599,073	-39,977

BIRMINGHAM			
Age-Herald	689,444	633,654	+55,790
News	1,357,468	1,358,378	-910
*Post	486,374	516,334	-29,960
Totals	2,533,286	2,508,366	+24,920

† Sunday Age-Herald merged with Sunday News, June, 1927. The 1928 figure covers the daily edition only.

RICHMONT			
*News-Leader	856,044	902,174	-46,130
Times-Dispatch	774,102	774,690	-588
Totals	1,630,146	1,676,864	-46,718

DAYTON

Sales Policies that Built the Kohler Company

(Continued from page 662)

These showrooms serve still another purpose. Architects take their clients to them to select styles and colors.

"Of course," says Mr. Kohler, "the architect is the key man in all building operations in the larger cities, and to a constantly increasing extent he is achieving that position in towns and even the villages. You may be sure that the architect is not neglected in our selling campaign. Generally speaking, the architect specifies the plumbing for all construction jobs for which he is engaged. He consults his clients on this matter, of course, but his preference is likely to prevail in most instances. When one architect is converted to a preference for our goods he will probably specify them in many jobs. Therefore, we do much missionary work with architects and our best selling talent is employed in this field.

Selling Architects

"Relatively few buildings—whether residences, office buildings, club houses, schools or hospitals—are now put up without the employment of an architect. Even in the smaller towns and villages the better residences are built from architects' plans and specifications and under architects' supervision. This tendency is steadily increasing—and quite properly so. In view of all this, it is scarcely too much to say that we are more concerned in selling the architects on the merits of our products than we are the jobbers. Neither the jobbers nor the master plumbers care particularly whether they sell our products or those of our leading competitor for any particular construction job. Certainly when the building contractor brings in a specification made by an architect the master plumber who is asked to figure on the job is not going to attempt to change the architect's plumbing specifications. The architect, therefore, is a shining target for our selling efforts.

"However, we cannot safely rest our case with him because there is a vast army of housewives who have decided preferences of their own as to the style and make of plumbing fixtures to be selected for the homes in which they are to live. They do their own thinking on this subject—based on the reading of advertisements in their favorite magazines and on inspection of the wares in showrooms—and the architect registers that preference in his specifications."

(The conclusion to this interview will appear in next week's issue.)

Architects

are eye-minded by *instinct and training*. They have not the time for long-winded opinions and discussions. They demand brilliance and brevity and they get both brilliance and brevity in every issue of

Architecture

published by the Scribners

Shall we send you a copy?

[Architectural offices served by ARCHITECTURE will specify and O. K. the purchase of more than 4 billion dollars worth of building material and supplies this year of 1929]

Name
Address
City

The Taxi Weekly

Covers the Whole Cab Industry
New York Edition goes to 10,000 taxicab individual, fleet and company operators. Issued Mondays.
National Edition goes to 4,000 fleet and company operators throughout the U. S. Issued Mondays.
Published in its Own Printing Plant at 54 West 74th Street—New York City

Extra Copies

If you want extra copies of this issue please order promptly as our supply is frequently exhausted a week after date of issue.

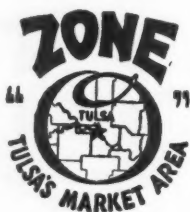


Mailing Lists

Will help you increase sales
Send for FREE catalog giving county and prices on thousands of classified names of your best prospective customers—National, State and Local—Individuals, Professions, Business Concerns.
99% by refund of 5¢ each

ROSS-Gould Co. 376 N. 10th St. St. Louis

SAMPLE AND CARRYING CASES
"MADE RIGHT"
Help Sell Goods
Knickerbocker Case Co.
2324 No Crawford Ave. CHICAGO, ILL.
ESTABLISHED 1900



With Tulsa Wholesalers' Markets!

The map at the right shows ZONE "O" and the market areas of Tulsa's five leading Wholesale Grocery and Produce distributing houses. More than 1,000 grocery stores are located in ZONE "O"



Where One in Every Two Persons Reads

The Tulsa Tribune

Tulsa's Leading Newspaper

EVENING

G. LOGAN PAYNE CO.
New York - Chicago - Boston

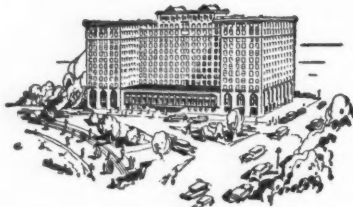
SUNDAY

GEORGE H. PAYNE, Inc.
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Why you will come back!

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SALES MANAGEMENT FUNDAMENTALS

By RICHARD C. HAY

Mr. Hay is another man whom many of our readers know through his contributions to SALES MANAGEMENT. He was formerly Sales and Advertising Manager of the May Oil Burner Corporation, Manager of Sales Training and Sales Promotion for the American Radiator Company and Manager of Sales Research for the National Aniline and Chemical Company, Inc.

This is a book of analysis which covers the main fundamentals of scientific sales management, and includes valuable appendices covering sales department analysis and the nine major difficulties in sales interviews. Price postpaid, \$3.50.

SALES MANAGEMENT

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Business Indices

Business gives every sign of going ahead full steam while all sorts of banking authorities—from Governor Young of the Federal Reserve System to Ex-Governor Stokes, president of a bank in Trenton, New Jersey—continue to express opposing views of the credit situation and its supervision, and high money rates show no sign of relaxing. The Straus figures on building permits in February, like the Dodge construction contract figures for the same month, reflect hesitation and some pulling in of horns due to increased difficulty in financing long-term operations. But reactions of this kind are exceptional, either in statistical records or reports from trade or manufacturing centers. The railroad freight loadings are not so good as expected. In the very brilliant statement of the Packard Motor Company for the six months ended February 28—a gain in net income of 52 per cent over 1928 and of 161 per cent over 1927—is seen as evidence of the rising buying power among persons of considerable means.

Total Transactions

Bank clearings among the large cities in the week ended March 14 totaled \$12,337,546,000, an advance over last year of 16.6 per cent. Outside New York seventeen cities were higher, the net gain being 6.1 per cent. Debits against individual accounts were \$18,475,541,000, 22.6 per cent up. All districts were above last year's levels, those outside New York having aggregate gains of 13.0 per cent.

Distribution of Goods

Railroad freight loadings were rather disappointing, the total of 945,770 cars in the week ended March 9 being 5,786 less than in 1928 and 54,984 less than in 1927. Compared with last year, there were slight gains in miscellaneous freight, merchandise, ore and coke.

Building Permits

Building permits in 568 cities during February, according to S. W. Straus & Company reports, amounted to \$252,329,100, 20.3 per cent below the amount in February, 1928. Declines were general. Exceptional gains were made in Los Angeles and Hartford.

Credit Conditions

Call rates, influenced by income tax payments and stock market activity, were erratic, ranging from 7 to 10. Time money was slightly higher at 8. Commercial paper ruled at 5¾ to 6.



The Sales Managers' Bookshelf

Aspley on "Intensive Sales Management"

THE third volume in the Dartnell Sales and Advertising Library revises and brings up to date two loose-leaf surveys on sales management practices and modern sales organization. The first chapter, *Tendencies in Sales Practices*, exemplifies the bringing up to date in a bird's-eye view of mergers.

The sales manager is in the position, more and more, of controlling production, advertising and credits, and, though there are occasional instances of sales management by committee, Mr. Aspley considers centralization the tendency of the day.

The whole book is practical—both the reports of actual practices (often with the name, and practically always specifying the line of goods of the house reported) and the illuminating generalizations and criticisms of the compiler. Of special interest to your reviewer were three sets of tables: the average number of accounts per salesman, and number of salesmen per branch manager and general manager, for seventy-odd lines of business (pages 20-22); a list of trade directories and newspaper surveys (176-184); and the strategic sales centers for about three dozen different lines of goods (212-213).

In the chapter on Divisional and Field Supervision there are territorial maps showing the United States in 4, 5, 6,* 7,* 9,* 24* and 45* divisions, each with a phrase describing the product of the concern making this split-up of the country. Those starred each have several interesting differences between sales territory and state lines.

Chapter 9 on "Arranging Sales Territories and Selling Sales Tasks" is a little too much on county unit lines—as is proved, I think, by the

soundness (page 13) of Dennison taking away from salesmen 40,000 accounts and giving them to a mail-order department. The county basis of market measurement gives the salesmen these out-of-the-way, unprofitable, over-expensive accounts. The other side of the story—getting the most out of the small towns by careful routing done by former railway employees—is told on page 256-7, without any clue to the concern that uses this fine-tooth-comb method.

And the chapters on compensation and training are full of practical, concrete information.

A Best Seller

A serious, non-fiction title that sells in the tens of thousands; one of the rare examples of a well-advertised book; written by a Frenchman, in English, and for an American market—these seem three pretty good excuses for telling SALES MANAGEMENT readers something about Ernest Dimnet's "The Art of Thinking," though the volume is not a business book and the author is not at all interested in giving us formulas ("mental lozenges," he calls them) for business success. The book is a business success itself partly due to the effective advertising given it by Simon & Schuster, but much more from the peculiar character of the product advertised. Self-improvement books have a great appeal—as Mr. Haldeman-Julius has demonstrated, not to mention the publishers of various "Outlines" and "Stories" of philosophy, etc.

Abbe Dimnet's manner, as well as his matter, is appealing. There seems to be a French lucidity—an absence of the Anglo-Saxon cant and insincerity that usually appears in manuals of self-help.

Is this too theoretical to interest the business man? Then read (at least) the remarkable table of contents in

this volume—a piece of "brief" writing to be commended to every business man. Read his comments on "inferiority complexes," "stream of consciousness," "exterior and interior solitude," thinking as *images*; what he has to say on writing as a help to thought, thinking as diagnosis, the originality of children so soon stifled by imitation, and the many wise, practical and quite unorthodox hints on reading, on filing systems, on intuition, etc.

A Source Book on Public Opinion

W. Brook Graves, professor of political science at Temple University, has edited for D. Appleton & Company a 1,300-page volume of "Readings in Public Opinion, Its Formation and Control." The book is intended for college use and the editor's major interest is in his chosen field of politics, but your reviewer can't see any reason why this should not prove a valuable and stimulating volume for anyone interested in theory and practice of advertising or sales promotion, which may well be considered a part of the grand topic—the formation and control of public opinion.

The contents are 200-odd quotations from recent books and periodical articles representing (usually both sides of) all questions related to the formation of opinion, with elaborate references for supplementary reading and suggestions for review and further study.

The volume is divided into four parts: First, introductory psychological and sociological with discussions of mental stereotypes, group opinion and public opinion; Second, "The Influence of Established Social Institutions"—schools, church, the press, theatre and movies, literature (with special reference to slavery and prohibition as affected by propaganda in print), music, art, oratory and lectures and radio (including interesting excerpts from H. V. Kaltenborn of the Brooklyn Eagle; Third, "The Influence of Private Organizations," which includes the work of the public relations counsel, propaganda of chambers of commerce, a chapter on the appeal of corporations and of organized labor—under which heading is the main treatment of advertising—and sections on trade associations and civic and improvement associations, describing the work of the Anti-Saloon League and the Better Business and Truth-in-Advertising movements; and a fourth division on "Government and Public Opinion," with subdivisions on the reformer, the demagogue, the leader, political parties (and "myth-making"), lobbying, etc.

February Newspaper Lineage

(Continued from page 692)

ATLANTA	
1929	1928
*Journal	1,164,184
*Constitution ...	936,082
Georgian and American	522,172
Totals	2,622,438

BRIDGEPORT	
1929	1928
*Telegram	623,629
Post	636,049
Sunday Post	106,213
*Times-Star	362,605
Sunday Herald	71,319
Totals	1,799,815

FORT WORTH	
1929	1928
Star-Telegram	826,000
*Record Telegram	444,854
*Press	463,694
Totals	1,734,548

GRAND RAPIDS	
1929	1928
*Grand Rapids Press	1,160,012
Grand Rapids Herald	606,536
Totals	1,766,548

MEMPHIS	
1929	1928
Com. Appeal ...	1,088,759
*Eve. Appeal ...	629,608
*Press Scimitar ...	691,061
Totals	2,409,428

MIAMI	
1929	1928
Miami Herald ..	1,223,628
Miami D. News ..	795,095
Totals	2,018,723

NEWARK	
1929	1928
Newark News ..	1,578,235
** No other figures available for Newark.	

OKLAHOMA CITY	
1929	1928
Oklahoman (M.) ..	560,770
Oklahoman (S.) ..	276,878
*Okla. City Times ..	699,734
*Oklahoma News ..	520,856
Totals	2,058,238

PORTLAND (ORE.)	
1929	1928
Oregonian	61,422
Journal	50,566
*Telegram	33,197
*News	73,124
Totals	168,309

ROCHESTER	
1929	1928
Journal	815,794
*Times	1,081,665
Dem.-Chronicle ..	1,096,012
Totals	2,993,471

TOLEDO	
1929	1928
Blade	1,252,002
News Bee	766,459
Daily Times	271,110
Sunday Times	395,906
Totals	2,685,477

SALT LAKE CITY	
1929	1928
Tribune	873,656
Telegram	435,596
*News	371,448
Totals	1,680,700

WORCESTER	
1929	1928
Daily Telegram ..	661,227
Sun. Telegram ..	194,089
Eve. Gazette	711,914
Totals	1,567,230

(Received too late to include in table at head of this compilation):

KANSAS CITY	
1929	1928
Post	442,869
Sunday Post	209,944
Times	810,492
Star	925,836
Sunday Star	531,815
Totals	2,920,956

* No Sunday edition.

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Index to Advertisers

	PAGE		PAGE
Architecture	693	Merchandise Mart	654
Bakers Weekly	653	Molloy, David J., Co.	Cover
Campbell-Ewald Co.	672-673	New York Sun	660
Chicago Tribune	Cover	Oakland Motor Car Co.	681
Cleveland Plain Dealer	659	Qualitative Analysis of Media ..	658
Cleveland Press	679	Review-Chronicle Nat. Adv. Bur. ..	651
College Humor	685	Richmond News Leader	652
Drake Hotel	694	Ross-Gould Co.	693
Dur-O-Lite Pencil Co.	691	Simmons-Boardman Pub. Co. ..	649
Eastman Kodak Co.	655	St. Louis Globe-Democrat	689
Einson-Freeman Co., Inc.	Cover	Taxi Weekly	693
Erickson Co.	656	Tulsa Tribune	694
Gibbons, J. J., Ltd.	696	U. S. Printing & Litho. Co. Facing	676
Green & Van Sant Co.	650		
Knickerbocker Case Co.	693		

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